

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

MINUTES OF A REGULAR MEETING
OF THE FACULTY SENATE HELD ON
MAY 8, 1992, IN LISNER HALL
ROOM 603

The first meeting of the new 1992-93 Session was called to order by Vice President French at 2:25 p.m.

Present: President Trachtenberg, Vice President French, Parliamentarian Schechter, Belknap, Burdetsky, Captain-Hidalgo, Carson, Cohn, Divita, East, Englander, Gilmore, Goulard, Gupta, Hill, Holmes, Kenny, Maddox, Mahmood, Morgan, Park, L. Robinson, Schiff, Silber, Smythe, and Wallace

Absent: Registrar Gaglione, Felts, Friedenthal, Harrington, Johnston, Keimowitz, Miller, D. Robinson, Smith, and Vontress

INTRODUCTION OF NEW SENATE MEMBERS

Vice President French introduced and welcomed the following new members of the Senate: Professors Yvonne Captain-Hidalgo, Victor H. Cohn, Jr., Ernest J. Englander, Robert Goulard, and Dewey D. Wallace, Jr. (Professor Gerald P. Johnston was not present.) Vice President French then turned the Chair over to the President who arrived at this point.

APPROVAL OF MINUTES

The minutes of the Special Meeting of April 3, 1992, and the minutes of the regular meeting of April 10, 1992, were approved as distributed.

SUSPENSION OF THE RULES

Professor Smythe, Chair, Fiscal Planning and Budgeting Committee, moved to suspend the rules to allow Item 6, Presentation on Planning for Student and Academic Programs, to be taken up before the discussion of Resolutions 91/11 and 92/1 under Item 4, Old Business. The motion was seconded. No objections were made, and the Senate proceeded to Item 6.

PRESENTATION ON PLANNING FOR STUDENT AND ACADEMIC PROGRAMS BY RODERICK S. FRENCH, VICE PRESIDENT FOR ACADEMIC AFFAIRS; LOUIS H. KATZ, VICE PRESIDENT AND TREASURER; AND ROBERT A. CHERNAK, VICE PRESIDENT FOR STUDENT AND ACADEMIC SUPPORT SERVICES

A presentation was made by Vice President French, Vice President Chernak, and Vice President Katz on the planning for

student and academic programs. A booklet was distributed which provided data and charts on the comprehensive University academic, fiscal, and facilities planning. Vice President French noted that a similar presentation was made to the Board of Trustees at its March meeting because the Trustees had requested that this data be provided to give them some sense of how the University was proposing to manage the resources of the University in a way that would enable it to achieve its objectives in academic and student programs. The Vice Presidents then each described the different phases of the integrated planning that included Student Enrollment Management; Faculty Recruitment, Retention and Renewal; Research; Gelman Library; Student Services; and Student Life Facilities. At the conclusion of the presentation, the floor was open for questions.

Professor Carson noted that there was an increase in inquiries to GW, but wondered why there were fewer applications. Vice President Chernak explained that the preliminary interest in GW indicates that we are being successful in gaining greater recognition in certain markets, but it does not necessarily mean these are serious candidates for admission. Secondly, he said, the increases in inquiries came from our secondary and tertiary markets where GW does not have a lot of alumni and support groups and, therefore, our ability to convert these inquiries into applications would be on a slower track. Professor Robinson asked how many inquiries were self-generated, and how many were in response to GW initiatives. Vice President Chernak responded that of the 65,000 inquiries last year, 18,000 were generated through the University's initiatives, with the balance resulting from a number of other activities. He said he was pleased to report that the 1150 enrollment target budgeted for this year should easily be met, if everything holds true to form. Professor Cohn asked if the increased financial aid has changed the demography of classes with respect to race and ethnic background. Vice President Chernak replied that we have done much better with regard to Blacks, Hispanics and American Indians--the undergraduate representation of the freshmen class last year was 7-8% versus 4-5% the previous year.

President Trachtenberg thanked Vice President French, Vice President Chernak, and Vice President Katz for their presentation to the Senate. (The data booklet has been placed on file in the Faculty Senate Office, Rice Hall 305.)

SUSPENSION OF THE RULES

Professor Hill moved to suspend the rules in order to take up an item not on the agenda being presented by Professor Arthur Kirsch, a member of the Committee on Appointment, Salary, and Promotion Policies. This item was the latest salary figures from the market-basket institutions and local universities. The motion was seconded. No objections were made.

REPORT BY PROFESSOR ARTHUR D. KIRSCH ON AVERAGE FACULTY SALARY FIGURES FROM MARKET-BASKET INSTITUTIONS AND LOCAL UNIVERSITIES

Professor Kirsch distributed a handout showing data compiled on the latest AAUP average salary figures (1986-1992) from the market-basket institutions and local universities. (The data sheets are attached.) Professor Kirsch said the reason he wished to present this report was that the ASPP Committee is quite concerned about Resolution 87/1 passed by the Senate in 1987 requesting that faculty salaries be brought up to the AAUP level 80th percentile for each rank and no less than the 60th percentile for each school by rank. Faculty salaries are nowhere near that level, he said, and from the information presented earlier today in the booklet, on page 37, the administration projects a 4% salary increase for faculty in 1993 and 1994, and a 5% increase in 1995 and 1996, and he did not see much flexibility in changing these numbers.

Professor Kirsch then summarized where the level of GW faculty salaries falls within the market-basket and local universities: full professors rank at the bottom of the scale; associate professors have remained approximately in the middle of the scale, as in 1986; and assistant professors have drifted downward on the scale. He pointed out that, while Vice President French noted earlier in his report that GW tends to be very heavy in full professors, this data shows that some of the schools with the highest percentage of full professors manage to give the highest salaries, so there did not appear to be exactly a one-to-one correspondence.

In closing, Professor Kirsch said that in 1986 American University was noticeably below GW in the salary scale for full professors; in 1992, American University is noticeably above GW by about \$3,000.00, a shift of \$6,000.00. He said that he finds this quite surprising and quite distressing, given GW's endowment and resources.

Professor Silber asked what percentage of the total University operating budget is spent on salaries. Vice President Katz replied that the total budget on the University side is approximately \$300 million and 60-65% is spent on salaries. If that is the case, Professor Silber said then only one dollar in seven is spent on salaries, and he asked what percentage of the total expenditure goes for faculty salaries. Vice President Katz replied that approximately 20% is spent on full-time faculty salaries. Professor Robinson asked Vice President French whether the salaries shown on page 20 of the booklet were median or average faculty salaries, and Vice President French responded that the figures reflect the real average, or mean. Professor Kirsch then discussed the data published in Academe 1992, showing the rank of GW's salaries relative to the average salaries of private universities in general. He pointed out that GW did no better on that scale

either. (Academe 1992 data is attached.)

President Trachtenberg, in response to Professor Kirsch's question about American University, said that this suggests to him that AU has taken their dollars and concentrated them on a smaller number of people, whereas GW has taken its dollars and spread them over a larger group of people. This trend can be reversed, he said, if that is the will of the faculty. The problem he and Vice President French have is that they get two different signals--the "Arthur Kirsch" signal and the rest of the University signal. Deans and department chairs ask for additional faculty members for new programs, and for the past two years, the administration has invested its dollars in response to those requests. The President said his purpose was not to go contrary to the will of the faculty if he could only figure out what the will of the faculty is. When the size of the student body goes up 2%, the size of the faculty goes up 10%, and the staff 8%, it is not surprising that the dollars are not available to go to the faculty or staff in the degree they want. He said that if the administration can get a clear expression of will from the faculty, i.e., that they want to have fewer faculty, better salaries, then the administration knows how to accomplish that. And, as an example of this, he described how the Faculty Senate at Cornell University went to the administration and said they were falling behind in salaries of faculty at other institutions with which they liked to compare themselves; they proposed that, over the next several years, the size of the faculty should be shrunk by 10% and the dollars that would be invested in replacing those faculty who retire or leave would instead be re-invested in the remaining faculty--essentially cannibalizing the money. President Trachtenberg said he would be happy to do that here, if that is the will of the faculty.

Vice President French noted that if the administration had simply replaced retiring or terminated faculty at the same salaries of those professors who left, the continuing faculty would have received 9.2% raises between 1990 and 1991. If the same pattern had continued in 1991 and 1992, continuing faculty would have realized 6.5% raises. He said there is a kind of "iron law" that operates, but GW's average faculty compensation is still at the middle level of the market-basket institutions and is second only to Georgetown University among eleven regional schools.

Professor Kirsch pointed out that when Resolution 87/1 was passed by the Faculty Senate, it was anticipated that when senior faculty members retired, they would be replaced by junior faculty. Instead, the salaries of incoming faculty are not only equal but much greater than the salaries of those who retired. Vice President French replied that that was absolutely right. The administration has appointed a number of full professors at significantly higher salaries than those who retired. This has been done, as the President has said, in response to the signal received by the administration to provide leadership to a program or

department with distinguished senior faculty appointments, and such appointments are not made at assistant professor salaries.

Professor Divita said it seemed to him that when we look at these figures, we look at numbers. What do they represent in terms of productivity? In many cases, he said, we are paying full-time salaries to people who are doing part-time work simply because they do not feel appreciated--they do not see any reason to come in and do anything extra. And there is another issue--the human issue. We ought to be making investments in human beings because that is what universities are all about. Professor Divita said he would appeal to the President to think about what this means to the productivity of the faculty and what they in fact do in their services to their students.

Professor Englander asked what the assumptions were about the use of the endowment fund. Vice President Katz replied that the administration was currently looking at what the appropriate amount would be to take from the endowment. In the last two years, one-half million dollars from the endowment was used to upgrade classrooms and labs, and this year the administration is asking for one million dollars to continue upgrading classrooms and labs. If, however, we were to ask for one million dollars extra for the year to put in faculty salaries, once it is put in the faculty salary line, it cannot be taken back out and the endowment will grow at a slower pace, and the compound effect of that is enormous. He said that the 5-year plan presented earlier is just a plan and only a plan. It produces a balanced budget and shows a reduction in staff size freeing up money which can be allocated towards academic programs or faculty salaries. But again, it's a factor of trade-offs--there is nothing magic about the services we provide, we can always talk about reducing services.

Professor Carson said he agreed with Professor Divita that the faculty feel unappreciated, but it goes beyond the salary issue--it has to do with behavior. It seemed to him that many faculty believe they are regarded by Rice Hall as liabilities rather than assets. Faculty are constantly having to defend themselves, their programs, and the number of faculty they have by filling out endless questionnaires. And what kind of message does the latest edict from Rice Hall about punching a time clock send to the faculty--are we next? Will faculty have to wear badges on their arms when they leave the office like parolees? This is a horrible message to send to anyone--we are not respected, not appreciated, and not trusted. He said if the President can fix these kinds of things then he would go a long way for faculty to feel that GW is a better place to be and it would not cost the University a cent.

President Trachtenberg said that he was feeling a little "put upon" because he has been working very hard for the past four years responding to a whole variety of things intended to satisfy the faculty and student body. It surprised him that there is not a

greater appreciation of what has been done. The faculty wanted better students and now we have better undergraduate and graduate students; the faculty wanted better classrooms and labs, and now we have renovated classrooms and labs; and we have enhanced the Library by adding a second Reading Room and by investing millions of dollars in library equipment. Nutrition comes in a variety of ways, he said, and everybody knows we are not able to do everything. If the highest priority is faculty salaries in the next two years, the President said the administration can change that. We could go from a 4% to 6% salary increase, but we can only do that if the faculty will let the administration know where it is to shrink other things. The President said that perhaps he was not getting the most accurate representation of the faculty will as it comes up through the bureaucracy and that was of real concern to him but it was very difficult for him to reach out of Rice Hall to departments because there is a long tradition here of keeping the President at arm's length from faculty departmental issues. Left to his own devices, he said he would be a much more active participant in that activity because if the faculty are going to hold him accountable for the things being discussed here today, then he must be an active player. If the faculty want to get into the "Gramm-Rudman" mode, the administration could change the pattern of allocation of money--we could have only junior rank professors replacing retiring full professors; we could hold off renovating classrooms and labs for a year and put one-half million dollars in faculty salaries instead, but those faculty anticipating renovated labs are very keen on that happening--there are tradeoffs. The President said he was not in opposition to paying faculty higher salaries but he needed the faculty to help him figure out how to do it, and then he would be the first to agree. In response to the comments about the telephonic punch time-keeping system, the President explained that this system was intended for employees who presently punch time clocks. It has been alleged that the University is not in compliance with local law regarding time and leave record-keeping. This system was devised since it was the cheapest and easiest way to be in compliance. It was not meant to be a "Big Brother" or malevolent system, but benign and helpful, although it was clearly packaged in the wrong way. The President said this matter is being reviewed by a committee of three deans.

Further discussion followed by Professors Carson, Park, Silber, and President Trachtenberg.

OLD BUSINESS

I. RESOLUTION 91/11, "A RESOLUTION REQUESTING RECONSIDERATION OF THE CONSTRUCTION OF THE PROPOSED HEALTH AND WELLNESS CENTER"

Professor Smythe, Chair, Fiscal Planning and Budgeting Committee, said that this resolution was referred to the Committee by the Executive Committee for consideration. He said the Committee has submitted a negative recommendation that speaks for itself.

Professor Silber spoke in support of the resolution stating that the Health and Wellness Center was not needed as the Smith Center was available for use by faculty and students, and he undertook the Burns Clinic was making space available for student health purposes. Professor Park asked if anyone had any comments to make concerning the students' attitudes toward the Health and Wellness Center project. Vice President Katz responded that the administration had conducted several student surveys and for the most part the responses were favorable. This Center would provide a sense of community where faculty, students, and staff could actually gather, as GW does not have much activity space. This project is not only intended to attract students but to retain students as well.

Professor Park spoke against the resolution, noting that GW's tuition is very high relative to state universities which have lavish sports' programs and facilities for students. He also pointed out that the District has a reputation for a high incidence of crime and parents are very concerned that there be a full and satisfying social life for their children within the campus boundaries. He said he thought the Health & Wellness Center was a very good investment. Professor Smythe pointed out that surveys conducted by committee members in their classes indicated that there is quite a difference in attitudes between part-time graduate students and undergraduate students--the former responded with much less enthusiasm about paying for this Center.

Professor Robinson said she thought this was a troublesome issue. While good arguments have been presented in support of the Center, this issue not only came late to the Senate, as a whole, but after a decision apparently had already been made. Secondly, she noted that students had been surveyed, but not the faculty on this project. Vice President Katz responded that this project had been discussed for a year and the leadership of the Senate was asked to designate faculty members to participate in the focus groups. He said he agreed with Professor Robinson that when the administration conducts a survey, it should survey everybody who would be affected. Professor Englander said he agreed with Professor Robinson in that the faculty, once again, were at the end of the process without having any input on the decision.

The question was called, the motion put, and Resolution 91/11 was defeated. (Resolution 91/11 is attached.)

II. RESOLUTION 92/1, "A RESOLUTION TO RECOMMEND ESTABLISHMENT OF FISCAL PLANNING AND BUDGETING COMMITTEES IN THE SCHOOLS, COLLEGES, AND DIVISIONS"

On behalf of the Fiscal Planning and Budgeting Committee, Professor Smythe, Chair, moved adoption of Resolution 92/1, and the motion was seconded.

Professor Smythe explained that the Committee looked at the issues the Budget Advisory Team had put together and Vice President Katz asked the Committee for faculty input on these issues. The Committee decided that it would be desirable to have developed in each school a more organized procedure for faculty involvement in the budgeting process. This resolution represents the first stage. In the fall, the committee will recommend the second stage that would coordinate the faculty input from all the school committees into an overall prioritization process.

Professor Park moved to amend the fourth line of the First RESOLVING clause to add the words "the University administration and other appropriate officials" after the word "dean." The motion was seconded. Professor Park explained that one of the problems that arises with Senate Committees and with ad hoc administrative committees is that too much information has to be channeled through the deans to reach other decision-makers and policymakers. This is not to say that they would bypass the dean, but there is no reason why the committees' judgment could not be more widely viewed in a timely way.

The question was called on the Park amendment and the amendment was passed.

Professor Holmes moved to amend the first line of the First RESOLVING clause to delete the words "the Faculty Senate recommends that," so the same would read: "(1) That the faculty of each school, college, and division elect a Standing Committee. . . ." The motion was seconded.

A discussion followed by Professors Silber, Smythe, Schiff, Holmes, and Carson.

The question was called on the Holmes amendment, and the amendment was passed.

The question was called, the motion put, and Resolution 92/1, as amended, was adopted. (Resolution 92/1, as amended, is attached.)

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

GENERAL BUSINESS

I. APPROVAL OF DATES FOR REGULAR SENATE MEETINGS IN THE 1992-93 SESSION

Professor Robinson asked for approval of the dates for the regular meetings of the Faculty Senate for the 1992-93 Session.

The following dates were approved:

May 8, 1992	January 15, 1993
September 11, 1992	February 12, 1993
October 9, 1992	March 12, 1993
November 13, 1992	April 9, 1993
December 11, 1992	

II. NOMINATION FOR APPOINTMENT BY THE PRESIDENT OF THE PARLIAMENTARIAN OF THE FACULTY SENATE FOR THE 1992-93 SESSION

Professor Robinson moved the nomination for appointment by the President of Roger E. Schechter, Professor of Law, as Parliamentarian of the Faculty Senate for the 1992-93 Session. The nomination was approved.

III. NOMINATION FOR ELECTION OF CHAIRS AND MEMBERS OF FACULTY SENATE STANDING COMMITTEES FOR THE 1992-93 SESSION

Professor Robinson moved the nominations for election of Chairs and members of Senate Standing Committees. The nominations were approved. (List of Chairs and Members of Faculty Senate Standing Committees is attached.)

IV. NOMINATION FOR APPOINTMENT BY THE PRESIDENT TO ADMINISTRATIVE COMMITTEES

Professor Robinson moved the nominations for appointment to the following Administrative Committees: Committee on University Bookstore: Joseph Aschheim, John S. Naulty, and Bradley W. Sabelli; Committee on Campus Security: Theresa Gabaldon and Bonnie M. Sachs; Joint Committee of Faculty and Students: Yvonne Captain-Hidalgo, Co-Chair; Peter S. Bock, Brian J. Cashmere, Margaret R. Kirkland, Paul B. Malone, Joan R. Regnell, and Patricia A. Sullivan. The nominations were approved.

Professor Robinson explained that there were no nominations for appointment to the GW Forum at this time because the Executive Committee thought it appropriate to hold off publishing the Forum for a year, pending review by the recently-established Task Force on Communications. In addition, the Editor-in-Chief of the GW Forum, Eileen McClay, will be on sabbatical leave in the coming academic year.

V. NOMINATION FOR APPOINTMENT BY THE BOARD OF TRUSTEES TO TRUSTEES' COMMITTEES

Professor Robinson moved the nominations for appointment by the Board of Trustees to the following Committees: Trustees' Committee on Academic Affairs: Lilien F. Robinson; Trustees' Committee on Student Affairs: Yvonne Captain-Hidalgo; Trustees' Committee on University Development: Robert T. Smythe. The

nominations were approved.

VI. NOMINATION FOR ELECTION BY THE FACULTY SENATE TO THE PANEL FOR STUDENT GRIEVANCE REVIEW COMMITTEES

Professor Robinson moved the nominations for election by the Faculty Senate to the Panel for Student Grievance Review Committees: Oliver Alabaster, Andrew Altman, Peter S. Bock, Jorge Garcia Margaret R. Kirkland, Mark W. Kock, Terry Phillips, Joan R. Regnell, Max D. Ticktin, and Ronald Weitzer. The nominations were approved.

VII. REPORT OF THE EXECUTIVE COMMITTEE

On behalf of the Executive Committee, Professor Robinson reported as follows:

(1) In a joint meeting with the previous Executive Committee, nominations for Senate Standing Committees and Administrative Committees were agreed upon.

(2) The Executive Committee has received notice of two non-concurrences in the Arts and Sciences.

(3) The Executive Committee has begun to receive reports from the various University Joint Task Forces.

(4) Chairs of Senate Standing Committees for the 1991-92 Session are asked to submit their Annual Reports and to make certain that they have conveyed all necessary files to "incoming" Chairs; the Executive Committee is hopeful that the new committees will begin their work as soon as possible and certainly by the beginning of the Fall Semester.

Professor Robinson then thanked President Trachtenberg for providing for the reception following today's meeting, and extended her best wishes to the Senate members for a healthy and productive summer.

VIII. ANNUAL REPORTS

Annual Reports from the following Senate Committees were received for distribution with the minutes: Appointment, Salary, and Promotion Policies (including Fringe Benefits), Administrative Matters as They Affect the Faculty, Honors and Academic Convocations, Fiscal Planning and Budgeting, University and Urban Affairs, Educational and Admissions Policy/Student Financial Aid, Libraries, Research, Joint Committee of Faculty and Students, and Executive Committee. (The Annual Reports are attached.)

TRIBUTES

The President called upon Professor Divita who read "A RESOLUTION IN TRIBUTE TO THE LOVING MEMORY OF PROFESSOR SHERWIN GREENE," who died April 27, 1992. Professor Greene was a member of the Department of Urban and Regional Planning. The Senate rose for a moment of silence. (The resolution is attached.)

The President then called upon Professors Hill, Gupta, Morgan, Robinson, and Divita who offered tributes to the following former members of the Faculty Senate who were retiring: Robert W. Kenny, Professor of English History, Dean of Columbian College of Arts and Sciences, and Acting Dean of the Graduate School of Arts and Sciences; Harold C. Hinton, Professor of Political Science and International Affairs; Joseph B. Levy, Professor of Chemistry; Thomas P.G. Liverman, Professor of Mathematics; Francisco Prats, Professor of Physics; Suzanne L. Simons, Associate Professor of Anthropology; Frederick C. Kurtz, Professor of Accountancy; and Norma M. Loeser, Professor of Management and former Dean of the School of Government and Business Administration. (The tributes are attached.)

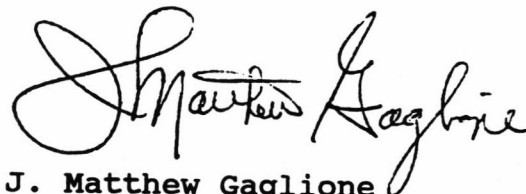
BRIEF STATEMENTS (AND QUESTIONS)

Professor Hill reported that a subcommittee of the Appointment, Salary, and Promotion Policies Committee, annually analyzes the salaries of women and ethnic faculty to determine if they are below the norm by rank and length of service. This year the subcommittee found three whose salaries were out of line; however, the subcommittee has been assured that these salaries will be adjusted.

ADJOURNMENT

The President reminded the members of Commencement on the weekend. He then thanked the Senate and said that he looked forward to working with the members in the coming year.

Upon motion made and seconded, President Trachtenberg adjourned the meeting at 5:45 p.m.

A handwritten signature in dark ink, appearing to read "J. Matthew Gaglione". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

J. Matthew Gaglione
Secretary

Distributed May 8, 1992, to Faculty Senate by Professor Arthur D. Kirsch, a member of 1.
the Senate Committee on Appointment, Salary, and Promotion Policies (including Fringe Benefits).

..... AVERAGE SALARY

FULL PROFESSOR

	1990-1991	1989-1990	1988-1989	1987-1988	1986-1987
1991-1992					
N Y U	81.2	76.2	72.3	67.0	64.3
GEORGETWN	80.3	76.1	71.2	66.5	63.4
DUKE	79.6	75.8	70.9	66.5	62.5
NOWESTERN	79.1	74.9	70.6	66.0	62.2
CARN-MELL	78.9	73.7	69.2	64.4	61.0
VANDERBLT	76.3	71.8	67.8	63.2	59.7
WASHINGTON	72.6	68.3	63.4	60.2	56.7
TUFTS	72.1	68.0	63.3	59.6	56.1
AMERICAN	71.0	67.3	63.2	59.4	55.7
EMORY	70.6	66.9	63.2	59.2	55.5
GEO WASH	68.3	66.5	62.7	59.2	55.3
BRANDEIS	63.2	63.6	61.9	58.2	54.9
AAUP 80 %	71.2	69.4	65.2	61.7	58.1
60 %	65.3	63.8	62.5	56.4	53.1
					55.9
					50.3

..... AVERAGE SALARY LOCAL UNIVERSITIES

FULL PROFESSOR

	1990-1991	1989-1990	1988-1989	1987-1988	1986-1987
1991-1992					
GEORGETWN	80.3	74.9	72.3	66.5	64.3
GEO MASON	73.5	73.3	70.2	63.5	57.2
AMERICAN	71.0	69.1	65.1	60.5	56.2
U MD	68.6	66.9	63.4	59.6	55.8
GEO WASH	68.3	66.5	63.2	59.2	54.4
					52.8
					52.6
					49.2
					47.8

ASSOCIATE PROFESSOR

1991-1992

DUKE 56.0
 N Y U 55.0
 NOWESTERN 54.4
 CARN-MELL 53.1
 GEORGETWN 52.8
 TUFTS 51.7
 AMERICAN 51.2
 GEO WASH 50.3
 WASHINGTON 50.2
 VANDERBLT 49.6
 EMORY 49.0
 BRANDEIS 45.2

AAUP 80 % 50.9
 60 % 47.9

1990-1991

N Y U 52.0
 DUKE 51.8
 CARN-MELL 51.1
 NOWESTERN 51.1
 TUFTS 49.1
 GEORGETWN 49.0
 AMERICAN 48.4
 WASHINGTON 48.3
 GEO WASH 48.2
 BOSTON ****
 VANDERBLT 47.2
 EMORY 46.3
 BRANDEIS 45.5

AAUP 80 % 49.1
 60 % 46.1

1989-1990

CARN-MELL 49.3
 N Y U 49.0
 DUKE 48.4
 GEORGETWN 47.6
 NOWESTERN 47.3
 TUFTS 46.4
 AMERICAN 45.7
 WASHINGTON 45.6
 GEO WASH 45.4
 BOSTON 45.4
 VANDERBLT 44.7
 BRANDEIS 44.5
 EMORY 44.1

AAUP 80 % 46.9
 60 % 45.4

1988-1989

CARN-MELL 46.9
 N Y U 45.5
 GEORGETWN 45.2
 DUKE 45.1
 NOWESTERN 44.1
 BOSTON 43.9
 AMERICAN 43.4
 TUFTS 43.3
 GEO WASH 42.3
 BRANDEIS 42.3
 WASHINGTON 41.6
 VANDERBLT 41.2
 EMORY 40.8

AAUP 80 % 43.9
 60 % 41.2

1987-1988

GEORGETWN 43.8
 CARN-MELL 42.8
 DUKE 42.7
 N Y U 42.4
 NOWESTERN 41.0
 TUFTS 40.9
 BOSTON 40.9
 VANDERBLT 40.5
 GEO WASH 40.4
 BRANDEIS 40.1
 AMERICAN 39.8
 EMORY 39.8
 WASHINGTON 38.8

AAUP 80 % 41.0
 60 % 39.0

1986-1987

GEORGETWN 41.7
 CARN-MELL 40.8
 N Y U 40.8
 DUKE 40.2
 NOWESTERN 38.4
 TUFTS 38.1
 GEO WASH 37.9
 BRANDEIS 37.8
 VANDERBLT 37.7
 WASHINGTON 37.1
 AMERICAN 36.9
 BOSTON UNKN
 EMORY UNKN

AAUP 80 % 39.4
 60 % 37.0

ASSOCIATE PROFESSOR

1991-1992

GEORGETWN 52.8
 AMERICAN 51.2
 GEO WASH 50.3
 GEO MASON 49.6
 U MD 48.3

1990-1991

GEO MASON 49.8
 GEORGETWN 49.0
 U MD 48.6
 AMERICAN 48.4
 GEO WASH 48.2

1989-1990

GEO MASON 47.9
 GEORGETWN 47.6
 U MD 46.1
 AMERICAN 45.7
 GEO WASH 45.4

1988-1989

GEORGETWN 45.2
 GEO MASON 43.9
 AMERICAN 43.4
 U MD 42.6
 GEO WASH 42.3

1987-1988

GEORGETWN 43.8
 GEO WASH 40.4
 U MD 39.9
 AMERICAN 39.8
 GEO MASON 39.5

1986-1987

GEORGETWN 41.7
 U MD 38.0
 GEO WASH 37.9
 AMERICAN 36.9
 GEO MASON 36.3

ASSISTANT PROFESSOR

1991-1992	1990-1991	1989-1990	1988-1989	1987-1988	1986-1987
NOWESTERN 48.1	CARN-MELL 46.1	CARN-MELL 43.5	CARN-MELL 40.5	CARN-MELL 37.8	CARN-MELL 36.1
N Y U 47.4	N Y U 45.5	N Y U 42.0	NOWESTERN 38.9	N Y U 37.1	N Y U 34.5
CARN-MELL 47.2	NOWESTERN 44.2	NOWESTERN 41.7	N Y U 38.6	NOWESTERN 37.0	NOWESTERN 34.4
DUKE 45.9	DUKE 43.5	DUKE 39.8	DUKE 37.0	DUKE 34.8	TUFTS 32.1
TUFTS 42.4	WASHINGTON 41.2	VANDERBLT 38.8	TUFTS 36.5	TUFTS 33.4	DUKE 32.0
WASHINGTON 42.0	TUFTS 41.1	TUFTS 38.8	AMERICAN 35.9	VANDERBLT 33.4	AMERICAN 31.0
VANDERBLT 41.9	AMERICAN 40.6	AMERICAN 38.2	VANDERBLT 35.5	AMERICAN 32.7	VANDERBLT 29.9
AMERICAN 41.6	VANDERBLT 40.2	GEO WASH 37.0	GEO WASH 34.7	BOSTON 32.5	GEO WASH 29.9
GEORGETWN 40.5	GEO WASH 39.0	BRANDEIS 36.5	BRANDEIS 34.2	GEO WASH 32.2	WASHINGTON 29.7
GEO WASH 40.3	BOSTON ****	WASHINGTON 36.4	BOSTON 33.9	BRANDEIS 32.2	GEORGETWN 29.6
EMORY 39.6	EMORY 37.8	BOSTON 36.1	WASHINGTON 33.5	WASHINGTON 32.1	BRANDEIS 29.5
BRANDEIS 37.3	GEORGETWN 37.7	GEORGETWN 35.5	GEORGETWN 33.0	GEORGETWN 31.5	BOSTON UNKN
	BRANDEIS 37.6	EMORY 34.5	EMORY 31.4	EMORY 28.5	EMORY UNKN
AAUP 80 % 42.0	AAUP 80 % 40.4	AAUP 80 % 38.7	AAUP 80 % 36.4	AAUP 80 % 34.2	AAUP 80 % 32.9
60 % 40.8	60 % 38.6	60 % 37.6	60 % 34.5	60 % 32.4	60 % 30.6

ASSISTANT PROFESSOR

1991-1992	1990-1991	1989-1990	1988-1989	1987-1988	1986-1987
AMERICAN 41.6	GEO MASON 41.2	GEO MASON 40.7	GEO MASON 36.8	GEO MASON 33.3	U MD 31.2
GEO MASON 41.4	U MD 40.7	U MD 38.2	AMERICAN 35.9	AMERICAN 32.7	AMERICAN 31.0
U MD 40.8	AMERICAN 40.6	AMERICAN 38.2	U MD 35.6	U MD 32.7	GEO MASON 31.0
GEORGETWN 40.5	GEO WASH 39.0	GEO WASH 37.0	GEO WASH 34.7	GEO WASH 32.2	GEO WASH 29.9
GEO WASH 40.3	GEORGETWN 37.7	GEORGETWN 35.5	GEORGETWN 33.0	GEORGETWN 31.5	GEORGETWN 29.6

Distributed May 8, 1992, to Faculty Senate by Professor Arthur D. Kirsch, a member of the Senate Committee on Appointment, Salary, and Promotion Policies (including Fringe Benefits).

Source:
Academe 1992

1991-1992 Market Basket <u>Ranked by %</u>	Number & Percent of Faculty Comitting Instructors)			
	Prof(N)	Total(N)	%	Prof. Salary
Brandeis	164	286	57.3	\$63.2
Duke	325	630	51.6	79.6
Northwestern	442	875	50.5	79.1
<u>GWU</u>	308	616	50.0	68.3
NYU	533	1107	48.1	81.2
Washington U	272	565	48.1	72.6
Carnegie-Mellon	240	504	47.6	78.9
Vanderbilt	274	611	44.8	76.3
Emory	194	477	40.7	70.6
American U	172	423	40.7	71.0
Georgetown	176	473	37.2	80.3
Tufts	133	382	34.8	72.1
<u>Of some interest:</u>				
Stanford	541	841	64.3	\$86.5
MIT	565	925	61.1	83.9
Harvard	695	1143	60.8	92.2
Princeton	386	644	59.9	88.2
Columbia	445	792	56.2	82.0

[Any inquiries about this resolution should be directed to Professor Philip W. Wirtz, (Ext.4-6369), and Professor Robert T. Smythe, Chair, Fiscal Planning and Budgeting Committee, Ext. 4-6889]

A RESOLUTION REQUESTING RECONSIDERATION OF THE CONSTRUCTION OF THE PROPOSED HEALTH AND WELLNESS CENTER (91/11)

WHEREAS, the Health and Wellness Center has been reported to the Faculty Senate; and

WHEREAS, since the time the new Health and Wellness Center was brought before the Faculty Senate, additional budgetary considerations are now known; and

WHEREAS, the exigencies of University income distribution make a reconsideration of capital projects important; NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Faculty Senate ask for a renewal of consideration of the wisdom of constructing the proposed Health and Wellness Center.

Professor Philip W. Wirtz, Senate member
April 10, 1992

Referred April 10, 1992, to the Executive Committee of the Faculty Senate

Referred April 15, 1992, by the Executive Committee to the Committee on Fiscal Planning and Budgeting

April 24, 1992
Committee on Fiscal Planning and Budgeting

Defeated, May 8, 1992

[Any inquiries about this resolution should be directed to Professor Robert T. Smythe, Chair, Fiscal Planning and Budgeting Committee, Ext. 4-6889]

A RESOLUTION TO RECOMMEND ESTABLISHMENT OF FISCAL PLANNING AND BUDGETING COMMITTEES IN THE SCHOOLS, COLLEGES, AND DIVISIONS (92/1)

WHEREAS, the wise allocation of resources is an essential component of sound educational policy; and

WHEREAS, fiscal planning at the level of schools, colleges, and divisions is essential to the wise allocation of resources; and

WHEREAS, the serious consideration of the opinions and viewpoints of the Faculty is essential to fiscal planning by schools, colleges, and divisions; NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

(1) That ~~the Faculty Senate recommend that~~ the faculty of each school, college, and division elect a standing committee of its faculty, or designate an elected standing committee of the faculty, to be convened by its dean, to advise the dean, the University administration, and other appropriate officials on matters relating to fiscal planning and budget policy, including priorities for the allocation of resources and proposals to create, reorganize, or eliminate departments or programs; and

(2) That the Faculty Senate request its Executive Committee to verify the establishment of such committees and to report accordingly to the Senate.

April 24, 1992
Committee on Fiscal Planning and Budgeting

Adopted, as amended, May 8, 1992

Annual Report of the Committee on Appointment, Salary, and
Promotion Policies (including Fringe Benefits)
1991-92 Session of the Faculty Senate
May 8, 1992

The ASPP committee met 17 times. The Senate adopted three of its draft resolutions, and circulated three of its reports. The committee also held two hearings on the issue of "school-wide personnel committees" and co-sponsored a special Faculty Assembly on the issue of the "cashability" of TIAA/CREF accumulations. In all issues relating to fringe benefits, the committee worked closely with the administrative unit known as the Benefits Review Committee (under V.P. Walter Bortz). Three of our faculty are members of both the ASPP and the BRC.

TITLE AND SUMMARY OF COMMITTEE RESOLUTIONS APPROVED BY THE SENATE

"A Substitute Resolution to Amend the Faculty Code to Established School-wide Personnel Committees" (91/6). This resolution requires all schools to establish school-wide personnel committees to advise deans respecting recommendations for appointments with tenure, as well as recommendations for promotion or tenure of regular fulltime faculty. See Senate Minutes, 2/14/92.

A Resolution to Amend the Faculty Code Respecting the Date of Appointment Notification." This resolution changed the Code-specified date for the mailing of reappointment letters from "on or about April 1" to "on or about May 7." (Needed to accommodate changes in the budget cycle.)

"Resolution on Fringe Benefits Reallocation." The Senate accepted a committee-approved formula for reducing the University's contributions to retirement programs contingent on increasing its contributions to health insurance programs, further providing that any "savings" therefrom be used to stabilize the cost of present and future health insurance premiums.

COMMITTEE REPORTS:

"Report to the Faculty Senate on the Cashability and Transferability of TIAA/CREF." A majority reported out a recommendation that GW employees be allowed to cash out their own, but not the University's, contributions to TIAA/CREF at the termination of employment. See Senate Minutes, 12/13/91.

"Special Report on Capping of Summer Session Salaries." The committee accepted the administration's evidence that capping summer salaries is widely practiced at sister institutions. The committee agreed, however, to monitor the administration's contention that this and other economies will enhance the quality of summer offerings. See Senate Minutes, 3/13/92.

"Report and Recommendation on the Cashability of TIAA/CREF Accumulations" (2/25/91). The Committee urged that no recommendation be made because legal uncertainty remained as to whether retirement funds made accessible to their beneficiaries might also be accessible to litigants in cases of bankruptcy, malpractice, or personal liability actions. This recommendation followed the special Faculty Assembly of 12 Feb. See Senate Minutes, 2/14/92.

OPERATIONAL ACTIVITY:

On October 8, the Committee reached agreement with the VPAA that although summer courses with fewer than 6 students might be cancelled, exceptions might be made with respect to: (1) required courses; (2) courses of faculty with other concurrently high enrolled courses, and (3) total departmental enrollment. These "potential exceptions" will apply only to the summer sessions of 1992. See Senate Minutes of 10/11 and 12/13.

RESOLUTION NOT ACTED UPON:

"Draft Resolution on Distribution of Faculty Salary Increases; to wit: "That absent written compelling reasons from the Vice President for Academic affairs, the distribution of salary increases, whether annual or mid-year, be left to the discretion of department chairs without linking the percentages of increase to professorial rank." Deferred by Executive Committee, 4/24/92.

PROJECTS IN PROGRESS:

Interlocking Salary Issues: The Committee has taken the first steps toward creating a joint subcommittee to begin immediate study of several interlocking salary issues, specifically, to inquire into how SALARY INCREASES may be:

- (1) related to faculty productivity;
- (2) advanced by formal acceptance of the market basket concept;
- (3) ranked as a priority competing with funds for research incentives;
- (4) advanced by the planned cutbacks in staff and new faculty hires, and;
- (5) affected by the variable nature of tuition revenues.

Course Duplication: We have begun to reconsider the persistent problem of "course duplication," and its impact on the University budget.

Guidelines for Joint Appointments: We are completing a year-long study of the perceived need to formulate university-wide guidelines for making "joint appointments." (A questionnaire to be sent to units which jointly fund the same faculty member has been drafted, and is awaiting distribution).

Health Insurance for Retirees: The Committee has deferred until next session its inquiry into what the University might do to alleviate the hardships experienced by retirees in funding their health insurance programs.

REPORT APPROVED BY THE COMMITTEE, 5/5/92. P. Hill, chair

Faculty Senate Committee on Administrative Matters as They Affect the Faculty

Annual Report

Faculty Senate Committee on Administrative Matters as They Affect the Faculty met 9 times during the academic year 1991-92. One of the first activities of the committee was to refine its mission statement:

The Faculty Senate Committee on Administrative Matters as they Affect the Faculty concerns itself with policies and procedures that affect faculty productivity and academic excellence. The committee will identify, investigate and/or respond to issues of interest to individual faculty members or faculty groups. Current areas of concern include but are not limited to review of roles and relationships between administrative units, academic programs, and faculty; support services to Departments (supplies, staff, funding); part-time and summer teaching concerns; issues related to graduate teaching fellows; telecommunications and audiovisual services, procurement and supplies; and minority interests.

After reviewing identified problems, the committee will seek resolution or refer to another senate committee and/or submit resolutions to faculty senate.

During the academic year 1990-91, this Committee initiated a discussion of Post Tenure Faculty Evaluation. As an ad hoc University committee was studying this issue, we chose to not pursue this matter for the time being though we continue to be interested in this issue.

The committee met a number of times to discuss the issue of Faculty Evaluation of Administrators. There was consensus that all department chairs and program directors should be evaluated by their faculty on a periodic basis; an informal survey of a few chairs indicated that a periodic review may be found useful by the chairs. There is also interest that such an evaluation should extend to the deans and higher levels of administrators.

The committee believes that a periodic feedback rather than an evaluation process will likely have more of a positive impact; we produced a document "Review of Chairperson's Performance: Faculty Feedback" and a related resolution for submission to the Faculty Senate. We also produced a report/commentary to accompany the resolution to explain the background. These documents were submitted to the Faculty Senate Executive Committee and were returned to our committee for further consideration. (The documents referred to above are attached with this annual report.)

The committee is concerned that faculty evaluation of administrators not stop with the evaluation of Chairs and requests the next year's committee to pursue these matters further.

We heard an interesting presentation on TQM (Total Quality Management); a concept pioneered by Edward Deming. Mr. Roger Chaufournier described the philosophy behind TQM and described six areas where the University is currently implementing TQM; the areas include Accounts Payable, Personnel, Registrar's Office and Procurement Office. We recommend that next year's committee should look into the possibility of using this concept in the faculty evaluation/feedback of administrators.

Respectfully Submitted,

Murli M. Gupta,
Professor of Mathematics,
Chair, Faculty Senate Committee on
Administrative Matters as They Affect the Faculty

Members:

Garth Andrus, Human Services
Henry Ernstthal, Public Administration
Apostolos K. Kakaes, EECS
Yolanda C. Oertel, Pathology
Jarrett M. Wise, Health Sciences
Artley J. Zuchelli, Physics

ex-officio:

William C. Parke, Physics, Executive Committee Liaison
Walter M. Bortz
Louis H. Katz
Robert I. Keimowitz

May 1, 1992

Attachment 1

Report on the Proposed Model for Faculty Feedback

Academic administrators are often held accountable for how well they do their jobs. Increasing number of colleges and universities are putting in place procedures for faculty evaluation of administrators; major schools include Brown, Columbia, Cornell, Duke, Illinois, Ohio State, Purdue, Texas and Yale. The administrators evaluated range from Presidents down through Deans to the Department Chairs.

The committee holds the premise that faculty participation in a periodic review of administrators at The George Washington University is useful. The purpose of faculty feedback to administrators on their perceived performance would improve leadership and governance within each academic unit.

The primary reason to provide feedback on department chairperson's performance is to improve it. Individuals often do not know how others perceive them. Evaluation identifies areas of needed improvement and reinforces positive behaviour. P. Seldin [Evaluating and developing Administrative Performance, Jossey-Bass Inc., San Francisco, 1988] points out that *"evaluation provides data with which to assist the faltering, to motivate the tired, and to encourage the indecisive"*.

The committee is aware that most department chairs are faculty members who often are elected by their colleagues for 2 or 3 year terms; the committee believes that the chairs would benefit from a periodic feedback on their performance from their colleagues.

The committee developed the proposed model after a careful study of mechanisms at a number of other institutions and believes that a feedback mechanism for the department chairs is an important first step for The George Washington University. The committee proposes that such an instrument be used by all faculty members to evaluate their department chairs on an annual basis. The raw data and specific comments would be returned to the Chairs; department faculty would decide whether to disseminate the aggregate data and the comments in or outside their department.

The committee proposes to followup this resolution. The committee would write, annually, to all department chairs to urge them to use the proposed instrument. Subsequently, the committee would survey the departments to determine if they used the proposed or some other instrument and seek feedback on the evaluation instrument and the process itself.

Faculty Senate Committee on Administrative Matters as They Affect the Faculty
May 1, 1992

Attachment 2

**Review of Chairperson's Performance
Faculty Feedback**

Instructions: In each of the listed areas please rate your perception of your Department Chair/Program Director's performance for the past year. Rate on the scale of 1 to 5 (1=Strongly Agree, 2=Agree, 3=No Opinion or Not Applicable, 4=Disagree, 5=Strongly Disagree). In each case indicate if things are stable, getting better or getting worse. Make any specific comments on the back of the rating form. These will be shared with your Chair. (If anonymity is desired, please type responses.)

(a) Department Activities and Faculty Interaction

The Chairperson:

1. Assigns workload on an equitable basis.
2. Rewards faculty in relation to their contributions.
3. Supports faculty efforts to deliver quality instruction.
4. Encourages research and scholarly activity within department.
5. Encourages interdisciplinary interaction.
6. Supports ideas for curricular development and innovation.
7. Has been effective in improving faculty morale.
8. Gives sufficient consideration to others' ideas, viewpoints and opinions before making important decisions.
9. Encourages professional development of each faculty member in department.
10. Provides adequate orientation/mentorship to new faculty.
11. Is approachable by and available to all faculty members.
12. Explains, when appropriate, the basis for his/her actions.
13. Is fair, impartial and professional in dealing with faculty and staff.
14. Has been effective in promoting positive, cooperative atmosphere for faculty, staff and students.
15. Provides efficient and effective support staff and facilities.

(b) Department Administration and Liaison with Higher Administration

The Chairperson:

16. Has a well defined concept of department's goals and objectives.
17. Effectively communicates department's goals/needs to higher administration.
18. Clearly communicates the expectations of higher administration to faculty.
19. Clearly communicates his/her expectations to department faculty.
20. Is an initiator of change rather than a reactor to external demands for change.
21. Consults department faculty on important matters before making long term decisions for the department.
22. Is persistent and follows through on planned projects and programs.

(c) Constructive Feedback (Use back of rating form for any comments or suggestions)

- (i) What policies or procedures need immediate improvement?
- (ii) What matters need priority attention in your department during the next few years?

Faculty Senate Committee on Administrative Matters as They Affect the Faculty.
May 1, 1992

**Review of Chairperson's Performance
Faculty Feedback**

Rating Form

Instructions: Please rate your perception of your Department Chair/Program Director's performance for the past year. Rate on the scale of 1 to 5 (1=Strongly Agree, 2=Agree, 3=No Opinion or Not Applicable, 4=Disagree, 5=Strongly Disagree). In each case indicate if things are stable, getting better or getting worse.

Make any specific comments on the back page. (If anonymity is desired, please type responses.)

Statement

Number

Ratings

This year, the situation is

(a) Department Activities and Faculty Interaction

1	1	2	3	4	5	Stable	Getting better	Getting worse
2	1	2	3	4	5	Stable	Getting better	Getting worse
3	1	2	3	4	5	Stable	Getting better	Getting worse
4	1	2	3	4	5	Stable	Getting better	Getting worse
5	1	2	3	4	5	Stable	Getting better	Getting worse
6	1	2	3	4	5	Stable	Getting better	Getting worse
7	1	2	3	4	5	Stable	Getting better	Getting worse
8	1	2	3	4	5	Stable	Getting better	Getting worse
9	1	2	3	4	5	Stable	Getting better	Getting worse
10	1	2	3	4	5	Stable	Getting better	Getting worse
11	1	2	3	4	5	Stable	Getting better	Getting worse
12	1	2	3	4	5	Stable	Getting better	Getting worse
13	1	2	3	4	5	Stable	Getting better	Getting worse
14	1	2	3	4	5	Stable	Getting better	Getting worse
15	1	2	3	4	5	Stable	Getting better	Getting worse

(b) Department Administration and Liaison with Higher Administration

16	1	2	3	4	5	Stable	Getting better	Getting worse
17	1	2	3	4	5	Stable	Getting better	Getting worse
18	1	2	3	4	5	Stable	Getting better	Getting worse
19	1	2	3	4	5	Stable	Getting better	Getting worse
20	1	2	3	4	5	Stable	Getting better	Getting worse
21	1	2	3	4	5	Stable	Getting better	Getting worse
22	1	2	3	4	5	Stable	Getting better	Getting worse
23	1	2	3	4	5	Stable	Getting better	Getting worse

(c) Constructive Feedback (Use other side for any comments or suggestions for improvements)

(i) What policies or procedures need immediate improvement?

(ii) What matters need priority attention in your department during the next few years?

Faculty Senate Committee on Administrative Matters as They Affect the Faculty.

May 1, 1992

8 May 1992

To: University Senate

From: Honors and Academic Convocations Committee
James Maddox, Chair *JM*

Subject: Annual Report

The full committee met four times during the academic year, with the major business of choosing candidates for commencement speakers and honorary degree recipients for forwarding to the President and the Trustees.

President Trachtenberg has agreed to meet with the committee on May 13, 1992, to discuss the procedures for choosing speakers and honorary degree recipients, to assure open and full communication between the committee and the administration in the future.

The committee has approved in principle that an annual public lecture series be inaugurated in commemoration of George Washington, with lectures to be given on Washington, his time, and his legacy. A formal resolution for the establishment of this lecture series is being submitted to the Senate Executive Committee.

Members:

Patricia D. Gurne
Jane T. Lingo
John F. Lobuts
Charles T. Manatt
Dorothy A. Moore
Martha N. Rashid
Joan R. Regnell
M. Elizabeth Tidball
Alan G. Wade

Ex officio:

Roderick S. French
J. Matthew Gaglione
Sandy H. Holland
Susan B. Kaplan
Jill F. Kasle

May 7, 1992

1991-92 Annual Report: Faculty Senate Committee on Fiscal Planning
and Budgeting

The Committee met six times during the academic year. At the Fall meetings, the Committee scrutinized and discussed the Budget Calendar for the coming year and the "issues list" prepared by the BAT, and went through in some detail the Audited Financial Statement, with particular attention to the finances of the Medical Center.

In January Vice President Katz presented a planning document for the Marvin Center renovations and the Smith Center renovation/Health and Wellness Center. This was expanded upon in a presentation at the February meeting discussing the status of the institutional space utilization study; institutional debt capacity; the classroom upgrade program; and the status of campus development projects, including the proposed WETA/GWU building, the Marvin Center renovations, and the Smith Center renovation/Health and Wellness Center. Discussion of the development projects dominated the spring meetings of the Committee; the Committee supported the WETA/GWU project and the Marvin Center plan, but declined to take a formal position on the Health and Wellness Center.

With regard to the Health and Wellness Center, the potential value of the project was acknowledged by most members of the Committee. However, members noted that there were many other worthy ideas for the use of new funds, and were unhappy that there had been no faculty input into the process resulting in the highest priority for new funds being assigned to the Health and Wellness Center. The Committee directed the chair to inform the Senate of these concerns. At the April meeting, the Committee reconsidered the issue in the form of Resolution 91/11, which had been referred to the Committee, and voted not to support the resolution.

In the aftermath of the Health and Wellness Center issue, the Committee discussed some ideas for improving faculty input into the academic/fiscal planning process of the University. A resolution (92/1) was approved calling on each school to elect or designate an elected faculty committee to advise the dean on fiscal planning and budget policy. Most of the Committee felt that this resolution was insufficient in itself and that some faculty involvement in coordinating the outputs of the various school committees was needed. Because there was insufficient time to give detailed consideration to a mechanism for doing this, it was agreed to make this an agenda item for the 92-93 Committee.

Although consideration of the parking issue was scheduled on at least two occasions, other concerns took precedence and no full discussion of this issue took place. This will also be an agenda item for the 92-93 Committee.

The Chair acknowledges with thanks the efforts of the Committee, whose members were:

Philip S. Birnbaum, Health Care Sciences
Michael D. Bradley, Economics
Diane M. DePalma, Psychology
William C. Handorf, Business Administration
James E. Kee, Public Administration
Craig W. Linebaugh, Speech and Hearing
Anthony J. Mastro, Accountancy
Robert C. Waters, Engineering Administration
Anthony M. Yezer, Economics

ex officio:

Don Boselovic, Director of the Budget
Robert A. Chernak, Vice President for Student and Academic Support
Services
Louis H. Katz, Vice President and Treasurer
Robert I. Keimowitz, Dean of the Medical Center for Academic
Affairs
Ralph J. Olmo, Comptroller
John A. Schauss, Associate Vice President for Finance

Respectfully submitted,

Robert T. Smythe
Robert T. Smythe, Chair



DEPARTMENT OF EDUCATIONAL LEADERSHIP

May 1, 1992

TO: Professor Lilien F. Robinson, Chair
Executive Committee of the Faculty Senate

FROM: Dennis Holmes, Chair
Committee on University and Urban Affairs

RE: Annual Report 1991-92 Session

The Committee on University and Urban Affairs (Committee) has met eleven times during the academic year 1991-92. We planned two programs that were designed to bring together GWU faculty and administrators with District of Columbia government leaders. President Trachtenberg provided the Committee with a budget of one-thousand dollars to fund two dinner meetings. The meetings were scheduled for February and March 1992.

The Committee decided to postpone the two programs until the current discussions regarding whether the District should impose taxes on the private higher education institutions had been resolved. The Committee felt that President Trachtenberg and others in the administration were involved in sensitive discussions with City officials. An invitation to a Faculty Senate-sponsored program might send the wrong signal.

The Committee is currently planning a program for early June 1992 to bring together University faculty and administrators, the President of the Board of Education and the Superintendent of the D.C. Public Schools and his staff, plus business leaders from key City organizations to discuss educational partnerships. Our objective for this meeting is to stimulate discussion among these groups of possible collaborative partnerships between GWU, business interests, and the public schools. In addition to the representatives of the Faculty Senate and the administration, the Committee will invite faculty members from each of the schools and other appropriate academic units in the University. A report of the outcomes of this program will be provided to the Executive Committee.



Philip W. Wirtz, Ph.D.
Professor of Management Science and of Psychology

Mailing Address:
James Monroe Hall, Room 203
2115 G Street, N.W.
Washington, DC 20052

Telephone: (202) 994-6369
Fax: (202) 994-4930
Bitnet: PWW@GWUVM
Internet: PWW@GWUVM.GWU.EDU

INTERDEPARTMENTAL MEMORANDUM

DATE: May 7, 1992

TO: Professor Robinson

FROM: Philip Wirtz *PWW*

RE: Senate Educational and Admissions Policy/Student Financial Aid Committee

In a prior memorandum, Professor Griffith asked the EAP/SFA Committee to consider two items: Cheryl Beil's report entitled "Student Perceptions of What They Learn at GW" and the Report of the Task Force on Advising. As the enclosed Final Report of the Committee summarizes:

- The results of the Student Perceptions Report suggest that current recruitment efforts are paying off in three primary areas: a greater diversity (geographic, racial/ethnic, and socioeconomic), broader careerism, and a student body more satisfied with both being at GW and with the quality of education received. While the results suggest a considerable improvement in students' views of both GW in general and GW educational quality, **a striking decline (compared to 1989) was found in students' attitudes toward the Library; furthermore satisfaction with the Library was found to be dramatically lower among GW students than among students at comparable universities.** While the results are generally positive, **the Committee recommends further study in this one area.**
- Commending the thoroughness of the Advising Force Task Report, the Committee concluded that any implementation of the Report recommendations should be school-based rather than University-based, and that therefore the matter should be addressed to the individual deans.

With the submission of the enclosed Final Report, this concludes the 1991-92 business before the Committee.



**Faculty Senate Committee on Education and Admissions Policy/
Student Financial Aid**

*James Monroe Hall, Room 203
2115 G Street, N.W.
Washington, DC 20052*

**Telephone: (202) 994-6369
Fax: (202) 994-4930**

May 1, 1992

1991-92 Final Report

The Committee met seven times to consider the matters outlined below:

1. Proposed Committee Restructuring. The Senate Executive Committee has recommended reorganization of jurisdiction to place together responsibility for policies on admissions with policies on financial aid to align them with administrative integration of these areas. At the request of the Executive Committee, the EAP/SFA Committee reviewed and endorsed the proposed mission statements of the resulting two committees.
2. Graduate +/- Grading System. The Committee reviewed and discussed a working paper on +/- grading for graduate students. Because the Banner system is expected in the near future to provide greater local autonomy with respect to +/- grading than is currently the case, it was agreed that this issue should be deferred to that time.
3. Financial Aid Availability to Upper-classmen. The Committee was requested to explore policy implications associated with a reduction in financial aid to an upperclassman. The issue was resolved to the satisfaction of all parties involved.
4. Student Financial Aid. In response to concerns regarding student financial aid policy (and faculty participation therein), Vice President Chernak, Associate Vice President Gross, Enrollment Management officials Pallet, Siegel, and Beil, admissions/support officers Reynolds, Rypkema, and Stoner, and Student Financial Assistance Director Baker provided the Committee with profiles of new students and a variety of data related to admissions and financial aid policy. After several extensive briefings, the Committee concluded that, despite clear potential risks associated with the present (short-term) admissions/financial aid policy, the policy is based on sound judgment, implemented judiciously, and is being carefully monitored. Therefore, the Committee saw no further action necessary from the Senate.
5. Students' Perceptions of What They Learn at GW. Enrollment Research and Retention Director Beil briefed the Committee on the results of a survey entitled "Students' Perceptions of What They Learn at GW." The results suggest that current recruitment efforts are paying off in three primary areas: a greater diversity (geographic, racial/ethnic, and socioeconomic), broader careerism, and a student body more satisfied with both being at GW and with the quality of education received. While the results suggest a considerable improvement in students' views of both GW in general and GW educational quality, a striking decline (compared to 1989) was found in students' attitudes toward the Library; furthermore satisfaction with the Library was found to be dramatically lower among GW students than among students at comparable universities. While the results are generally positive, the Committee recommends further study in this one area.

6. Report on the Task Force on Advising. In response to a request from Professor Griffith, the Committee reviewed and discussed the Report of the Advising Task Force. Commending the thoroughness of the Report, the Committee concluded that any implementation of the Report recommendations should be school-based rather than University-based, and that therefore the matter should be addressed to the individual deans.

Respectfully submitted,

Robert M. Dunn, Jr.
Kevin Glover
Joseph A. Greenberg
Rachelle S. Heller
Christine Jerkowitz
Joseph B. Levy
Arthur D. Kirsch
Sonya A. Quitslund
Carol Smith
Sheryl E. Spivack
Philip W. Wirtz, Chair
J. Frank Wright

ex officio:

Robert A. Chernak
Roderick S. French
J. Matthew Gaglione
Anthony T.G. Pallett
George W.G. Stoner

THE GEORGE WASHINGTON UNIVERSITY

Interdepartmental Memorandum

TO: Professor L.F. Robinson, Chairman, Senate Executive Committee
FROM: R.J. Harrington, Chairman, Senate Standing Committee - Libraries
DATE: May 19, 1992
RE: Report of Senate Standing Committee on Libraries, 1991/92

RJH

During the 1991/92 Faculty Senate year, the committee met on the following four occasions:

- (i) October 31, 1991
- (ii) November 15, 1991
- (iii) January 17, 1992
- (iv) April 22, 1992

The principal business of the committee this year has been

- (a) The Washington Research Library Consortium. A presentation of the committee's view of the intended withdrawal of Georgetown University from the consortium was made by the chairman of the committee at the Senate Faculty meeting on December 13, 1991. The business plan for the WRLC for the period FY 93 - FY 97 which had been agreed by the board was presented to the committee. A number of questions regarding the supplemental budget were raised.
and
- (b) The development of the Strategic Plan for the Gelman Library. During the April committee meeting, there was further discussion of the Gelman Strategic Plan and members of the committee expressed concern that there should be a balanced and equitable sharing of the meager resources available to the Libraries between the Undergraduate student needs and those of the Graduate students and Faculty. It was felt by the committee that the Strategic Plan should more closely reflect this sharing of resources.

The committee's amended Mission Statement was agreed upon and forwarded to the Executive Committee for concurrence and submission to Senate.

c:
D.D. Trone,
file(2)

(Coordinator, Senate Activities)
(d05/f245)

THE GEORGE WASHINGTON UNIVERSITY

Interdepartmental Memorandum

TO: Professor L.F. Robinson, Chairman, Senate Executive Committee
FROM: R.J. Harrington, Chairman, Senate Standing Committee - Research
DATE: May 19, 1992
RE: Report of Senate Standing Committee on Research 1991/92

RJH

During the 1991/92 Faculty Senate year, the committee met on the following six occasions:

- (i) October 18, 1991
- (ii) November 15, 1991
- (iii) January 10, 1992
- (iv) February 14, 1992
- (v) February 28, 1992
- (vi) March 30, 1992

The principal business of the committee this year has been the report prepared by the previous year's Senate Committee on Research entitled "Research at GW: Constraints and Incentives". The committee felt strongly that the report was well produced and relevant and therefore should be presented to the Faculty Senate at the earliest opportunity.

Professor Garris, having been a member of the previous committee agreed to present the highlights of the report and to lead the discussion from the floor of the Senate on November 8, 1991.

Following President Trachtenberg's letter to the previous committee chairman, Professor Berman and remarks made at the November Senate meeting, the committee concentrated on further dialogue with the President on the essential points of the report.

Upon request of various committee members, financial data was provided to the committee by the Office of Sponsored Research to enable the committee to understand the level of agreed overhead charged to research grants. A meeting with the Internal Audit Director was arranged as this continues to be a matter of concern to the committee as indeed does return of indirect costs to Schools, departments and Principal Investigators.

At its February 28th meeting the committee passed by a 5-4 vote the following resolution:

'The committee is not opposed in principle to establishing a Joint Committee of Administration and Senate on Research to take over the rôle of both the Senate Standing Committee on Research and the Advisory Committee on Research'.

The resolution was passed on the understanding that the joint committee would operate initially for a trial period of three years.

Subsequently, following a subcommittee's report on the suitability of such a committee the establishment of the committee with the following charge was agreed:

THE JOINT ADVISORY COMMITTEE ON RESEARCH

The charge of the Joint Advisory Committee on Research (JACOR) is to foster the development, productivity and financial support of research by faculty and students throughout the University; to raise awareness of the importance of research to academic life and reputation of the institution as a whole; to develop an institutional strategic plan for research which complements the research agendas of the schools and to ensure that the ethical standards embodied in the University's policies on the conduct of research are maintained.

1. Composition of JACOR

The committee shall be co-chaired by (1) the Associate Vice president for Research and Graduate Studies and (2) a member of the Faculty Senate appointed by the Faculty Senate Executive Committee and shall convey all recommendations of the committee to the President, the Vice President for Academic Affairs and to the Senate.

The Deans of the Columbian College and Graduate College of Arts and Sciences, of the Elliot School of International Affairs, of the School of Business and Public Management, of the School of Engineering and Applied Science, of the School of Education and Human Development, of the School of Management of Health Sciences and the National Law Center shall annually appoint one regular active status faculty representative each. The Faculty Senate shall annually appoint seven regular active status faculty representatives.

The ex officio appointments to the committee shall be the Director of Sponsored Research and the Director of Sponsored Projects in the Medical Center.

2. The committee shall advise the President, the Vice President for Academic Affairs and the Faculty Senate on the following:

- (a) Development of a strategic plan for research which will include annual budgetary recommendations for funds to be used for research support, in addition to the current allocation to schools and departments.
- (b) Selection of major research areas in which the University wishes to invest financial, physical and human resources over and above those within schools and departments. involving:
 - Extension of existing research programs within schools by agreement with the Dean
 - Interdisciplinary programs between schools by agreements with the Deans,
- (c) The selection of members and procedures of the University Committee on Research chaired by the Associate Vice President for Research and Graduate Studies,
- (d) Proactive efforts to seek external research support including joint fund-raising with the Alumni Association and the Development Office in the areas selected for research development,
- (e) Preparation of proposals and models for supporting research, such as free standing non-profit or for-profit institutions or corporations, which use research and are affiliated with the University,
- (f) Strengthening the internal financial support for graduate students and widening the base of external fellowship support for research for both faculty and students,
- (g) Recommend University-wide policies which relate to research activities, or which enhance the educational mission of the University.

3. Copyright and Patents.

The committee shall be responsible for ensuring that the University maintains its established policies on classified work, copyright and patents.

In particular, the committee shall ensure that with regard to a drug-free work place, the University has in place policies which include those specific federal requirements that are necessary in order to receive government funds for research.

The committee also discussed the Coates/Cohen/Garris Report 'Towards a Means for Assessing Productivity with Special Reference to Teaching Loads at The George Washington University'.

At its final meeting, the committee was presented with a proposal by the Associate Vice President for Research and Graduate Studies on 'Research Incentives Enhancements'. Both these documents were discussed at length without any specific conclusions being reached.

The committee's Mission Statement was finally agreed upon and is submitted with this report.

FACULTY SENATE STANDING COMMITTEE ON RESEARCH

MISSION STATEMENT

The rôle of the Faculty Senate Standing Committee on Research is to represent the point of view of all University Faculty in those matters or policies which relate to research activities, or which enhance the educational mission of the University.

c:
✓ D.D. Trone,
file(2)

(Coordinator, Senate Activities)
(d05/f246)

JOINT COMMITTEE OF FACULTY AND STUDENTS ANNUAL REPORT, MAY 1992

The JCFS met regularly on the fourth Friday of the month, September, October, November, January, February, and April, at 9AM, in Lisner 603. Chairing and minute-taking was rotated between the student and faculty co-chairs. The ten matters which most concerned the committee over the academic year were as follows:

1. A Subcommittee to develop a mission statement for the JCFS was formed and was composed of students Monica Risam and Charles Butler, and faculty members Max Ticktin and Pat Sullivan. This work will continue next year.

2. The new Student Stipend Plan was implemented. A seven-person committee chaired by Dean of Students Linda Donnels was established to judge applications for the 7 \$1000 awards, called stipends, for students contributing extensively to campus life. The awards went to:

Sheila Riggs, Graduate Student, Elliott School of International Affairs

Major affiliations: ESIA Graduate Forum, Graduate Student Initiative

Mitsuo Kajimoto, Junior, Elliott School of International Affairs

Major affiliation: Japanese Intercultural Network

Wayne Milstead, Sophomore, Columbian College of Arts and Sciences

Major affiliations: GW Insider, GW Hatchet, Colonial Inauguration

Eugene Pair, Senior, Columbian College of Arts and Sciences

Major affiliations: Black People's Union, Colonial Inauguration

Maria Proestou, Senior, Elliott School of International Affairs

Major affiliations: Student Association, International Week Committee,
Homecoming Committee

Erin Corrigan, Sophomore, Elliott School of international Affairs

Major affiliations: Student Association, Colonial Inauguration, Diversity Training
Network

Suzanne Couming, Junior, Elliott School of International Affairs

Major affiliations: Program Board, International Student Issues Task
Force VIVA, Best Buddies

The Selection Committee reported that it received 29 nominations for this year's Student Leadership Awards. It reported that all of the nominations were excellent, and that they faced a difficult task in narrowing the list down to the seven awards recommended to us. The JCFS expressed its congratulations both to the winners and the other nominees for their achievements.

JCFS members broadly concluded from this years' experiences that significant unresolved procedural issues remained to be resolved for the future operation of the Student Leadership Award, and that the plan it inherited from the 1990-91 committee needs further work, especially regarding the relation of the award to other campus awards.

3. A student honor code subcommittee was established to report to the JCFS on issues regarding the possible adoption of a student honor code. The issues were discussed at length. A detailed

draft from the Student Association was presented. A student petition drive to demonstrate support for the program was still underway as the academic year came to a close.

4. Student concerns for the need to support and encourage Faculty-Student interaction on campus was discussed at length in two meetings. Concrete proposals raised by students were still under study as the year came to an end. For example, a program of free tickets for basketball games for faculty who accompany students is being developed by Committee member Chris Speron. Speron reported that the program was presented to the administration. No resolution was deemed necessary at this stage.

5. Concerns about graduate student feelings of disenfranchisement were aired; Lou Reynolds, the administrator directly responsible for graduate student enrollment and support services, reported to the JCFS in a fruitful exchange in the October meeting. The committee hopes to continue its work on this and to develop formal suggestions following further inquiry in the coming year.

6. Problems of student harassment were discussed and the following resolution passed:
"The Joint Committee of Faculty and Students has taken note of a recent anonymous poster defaming an individual student in a patently offensive manner. This committee, as representatives of the University community, would like to go on record as:

- 1) Condemning this particular poster, described by Marge Mazie in a recent issue of the Hatchet;
- 2) Reaffirming our commitment to the GWU nondiscrimination policy; and
- 3) Stating clearly that this response in no way condones suppression of free speech."

The resolution was sent to the GW Hatchet, which published it, and the Chair of the Executive Committee of the Faculty Senate.

7. The following MANDATORY MID-SEMESTER ACADEMIC WARNING SYSTEM resolution was accepted unanimously:

WHEREAS, a mid-semester academic warning system could enhance the University by improving students academic progress and student retention at a time which is increasingly difficult demographically for college enrollment, and

WHEREAS, approximately 12-15% of GW's entering freshmen do not return to GW for their sophomore year, and

WHEREAS, approximately 10-15% of entering freshmen have a QPI below 2.0 their first and second semesters at GW, and

WHEREAS, only one school, SBPM, implements a mandatory mid-semester academic warning system, and one college, CCAS, implements a mid-semester academic warning system which is not mandatory,

BE IT RESOLVED that a mandatory mid-semester academic warning program for freshmen shall be developed and implemented in all schools and the college, and

BE IT FURTHER RESOLVED that all professors shall be required to notify the academic dean of the school or college in which the student is enrolled about any freshman enrolled in an introductory courses (below 100 level) who is doing substandard work (which may include written work below C or failure to attend the class), and

BE IT FURTHER RESOLVED that professors shall notify the academic dean midway through the course and, if at all possible, before the eighth week of the semester, since this is the deadline for students to withdraw without academic penalty, but as soon as possible after this information becomes available at any point in the semester, and

BE IT FURTHER RESOLVED that professors be encouraged to communicate with the student in question, and

BE IT FURTHER RESOLVED that academic dean shall notify the freshman and the student's academic advisor that the student is doing substandard work in a particular course

BE IT FURTHER RESOLVED that the academic advisor shall meet with the freshman to discuss his or her poor academic progress.

The faculty co-chair appointed by the Senate for the 1992-93 academic year is expected by the JCFS to present this resolution for consideration by the Senate at the earliest opportunity, but no later than the September meeting.

8. The significance of faculty research in the University was discussed. Among the considerations raised were: faculty who conduct research are at the forefront of their field and can offer courses that are current and relevant; faculty research improves the standing of the University and thus the value of the degrees it offers; active research is a necessary condition for a graduate program; undergraduates as well can become involved in some research projects, for example under work-study arrangements; good research attracts outside sponsorship as well as indirectly attracting other sources of funding; but seed money is often necessary to get research projects initially established.

9. Raffi Terzian announced that he expects the Student Senate to formally pursue student voting membership on dean search committees via a resolution of intent. This was discussed in detail. Among the considerations discussed: some resistance might be raised from the faculty, who might view this as a faculty recruitment matter. Hiring an academic dean is essentially a matter of hiring a colleague. This differs from hiring a nonacademic administrator such as the Director of Student Life (in which students have played an active part and could more easily have a voting role). The Columbian College Faculty passed a suspension of the rules to allow student nonvoting participation on the last two searches. Students have played an integral and highly active role. The symbolism of a student voting membership was widely viewed by students as important in itself.

10. Student concerns about the Georgetown withdrawal from the Library Consortium were aired. Students planned to discuss the issue with Georgetown students they know.

Official and ex officio members who were active on the committee this year are: Max Ticktin, Pat Sullivan, Martha Pardavi, Laura Youens, Monica Risam, Charles Butler, Cheryl Beil, Susan Kaplan, Liz Panyon, Christopher Speron, Christopher Deering, Linda Donnels, John Benison, Matt Moog, Jason Schwartz, Raffi Terzian, David Parker, M. Pardour-Florvats, Molly Tatman, Maria Proestou and Stephen Smith (who prepared this report).

ANNUAL REPORT OF THE EXECUTIVE COMMITTEE OF THE FACULTY SENATE
1991-92 SESSION

The Executive Committee arranged the agenda for nine regular and one special meeting of the Faculty Senate during the 1991-92 Session. A tabulation of resolutions acted on by the Senate is attached to this Report. The response of President Trachtenberg to these resolutions will be distributed when available.

Of the eleven resolutions considered during the term, final consideration of one (91/11) will be carried over to the next term. Of the other ten, the Executive Committee originated four: Resolution 91/3 to Implement Recommendation 8 on the Use of Faculty on Administrative Committees, Subcommittees, Task Forces and Working Groups; Resolution 91/4, to Implement Recommendation 15 to Establish a Joint Faculty-Administration Committee to Explore Ways to Improve the Flow of Information within the University Community; Resolution 91/5, to Amend the Faculty Organization Plan with Regard to the Composition of the Faculty Senate and Executive Committee to Conform with the Merger of the College and Graduate School of Arts and Sciences; and Resolution 91/9, to Amend Previously Adopted Substitute Resolution 91/6 to Conform to Existing Language of the Faculty Code and Procedures.

The first two of these represent implementation of recommendations of the Senate's Self-Study Committee, which reported last year. During this term the Executive Committee devoted considerable effort to other recommendations for improving the structure and mission statements of its standing committees, an effort which we hope will contribute to smoother and more effective functioning of the Senate in future years.

Last May, in accordance with the Faculty Code, Procedures B.4, the Executive Committee was notified of six nonconcurrences by deans with faculty recommendations with respect to promotion and/or tenure. After consultations and in two cases extended inquiry by the Executive Committee, all six disagreements were resolved. This month the Executive Committee was notified of two nonconcurrences arising from this year's recommendations. Resolution of these disagreements will be pursued by next year's Executive Committee.

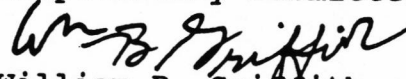
Although the Chair of the Executive Committee discussed potential grievances with a number of faculty members, no grievances were actually filed during the year.

The Executive Committee carried out its consultative role under the Faculty Code in connection with two appointments under the Vice President for Academic Affairs: Professor Donald Gross as Associate Vice President for Research and Graduate Studies, and Dr. Sharon Rogers as Associate Vice President for Academic Affairs.

A number of projects or studies were undertaken in cooperation with the Vice President For Academic Affairs, including the establishment of a number of Task Forces to study specific areas (periodic evaluation of continuing faculty, curricular proposals, faculty workloads, 4-credit credit course proposal, communications, minority recruitment). The Executive Committee reviewed the proposed revisions to the Faculty Handbook and submitted its recommendations to the Vice President for Academic Affairs. It also participated in an orientation breakfast for new faculty members in January, 1992, and the Chair participated in an orientation of new departments chairs.

In conclusion, the Executive Committee would like to acknowledge gratefully the splendid cooperation received from members of the Senate and many other faculty members whose services we enlisted for various tasks. We also express thanks to members of the administration who assisted the Senate and its various committees with information and advice. The Chair of the Executive Committee would like to express personal thanks to President Trachtenberg for maintaining an ongoing discussion of a wide variety of issues over the year. Finally, the Executive Committee and especially its Chair offer warm thanks to the Coordinator of Faculty Senate Activities, Doris Trone, and her assistant, Marie Mlodzinski, for their very able, tireless, and gracious assistance over the year.

Respectfully submitted,



William B. Griffith
Chair, Executive Committee

Members:

Salvatore F. Divita (SBPM)
William R. Felts, Jr. (Medical)
Charles A. Garris (SEAS)
William C. Parke (GSAS)
Maximilian Pock (Law)
Clemmont E. Vontress (SEHD)

ex officio:

Stephen J. Trachtenberg, President

RESOLUTIONS 1991-1992SESSION

Resolution No.	Date of Meeting	Title of Resolution	Action	Remarks and/or Committee Referral
91/1	5/10/91	A Resolution to Establish Additional Procedures for the Prompt Disposition of Faculty Senate Resolutions Requesting Administrative Action or Action by the Board of Trustees	Adopted, as amended, 5/10/91	
91/2	10/11/91	A Resolution to Permit Faculty to Review their Annual Reports	Adopted 10/11/91	
91/3	10/11/91	A Resolution to Implement Recommendation 8 on the Use of Faculty on Administrative Committees, Subcommittees, Task Forces and Working Groups	Adopted, as amended, 10/11/91	
91/4	10/11/91	A Resolution to Implement Recommendation 15 to Establish a Joint Faculty-Administration Committee to Explore Ways to Improve the Flow of Information within the University Community	Adopted 10/11/91	
91/5	12/13/91	A Resolution to Amend the <u>Faculty Organization Plan</u> with Regard to the Composition of the Faculty Senate and Executive Committee to Conform with the Merger of the College and Graduate School of Arts and Sciences	Adopted 12/13/91	
91/6	1/17/92	A Substitute Resolution to Amend the <u>Faculty Code</u> to Establish School-Wide Personnel Committees	Postponed 1/17/92 to 2/14/92; postponed to 3/13/92 Adopted, as amended, 3/13/92	
(continued)				

RESOLUTIONS 1991-1992 SESSION

Resolution No.	Date of Meeting	Title of Resolution	Action	Remarks and/or Committee Referral
91/7	3/13/92	A Resolution to Amend the <u>Faculty Code</u> Respecting the Date of Appointment Notification	Adopted 3/13/92	
91/8	4/3/92 Special Meeting	A Substitute Resolution on Fringe Benefits Reallocation	Adopted, as amended, 4/3/92	
91/9	4/10/92	A Resolution to Amend Previously Adopted Substitute Resolution 91/6 to Conform to Existing Language of the <u>Faculty Code</u> and <u>Procedures</u>	Adopted 4/10/92	
91/10	4/10/92	A Resolution of Appreciation for William B. Griffith	Adopted by Acclamation 4/10/92	
91/11	4/10/92	A Resolution Requesting Reconsideration of the Construction of the Proposed Health and Wellness Center	Referred, 4/10/92	Referred to the Executive Committee; subsequently referred to the Fiscal Planning and Budgeting Committee

A Resolution in Tribute To The Loving Memory of
Professor Sherwin Greene

I ask you to pause for a moment to join me in honoring the memory of Professor Sherwin Greene who passed away on April 27, 1992.

Professor Greene joined the faculty of George Washington University in November 1968 as a member of the newly created Department of Urban and Regional Planning. Previously, Professor Greene held various professional positions as an urban planner and architect in Chicago and Fremont, California. He received a B. Arch. in 1959 from the Illinois Institute of Technology, where he subsequently earned a master's degree in city and regional planning. In addition, he earned a MFA in Design from GW in 1982, and was promoted to Professor in 1984.

Professor Greene became well known in the University and Washington community for his energetic involvement in wide-ranging community planning and design projects, professional activities, and community service. His projects have ranged from studies for the Smithsonian Institution's Visitor Information Service to his organization of an interdisciplinary team of students for an international competition on revitalizing post-war housing. His team was one of three winners, and as a result, two students were awarded trips to Hungary. Additionally, his student projects have won numerous awards and recognitions from the National Area Chapter of the American Planning Association, most recently in 1991 for "Capital City Design: For The People." As recognition for his dedication and achievement in teaching, he received the George Washington Award for Outstanding contributions to the university in 1983.

Professor Greene served in the Faculty Senate from 1982 to 1986, and on the Executive Committee from 1983 to 1986. His committee service to the School of Business and Public Management was extensive; he was never too busy to serve.

His publications in the field of community planning and design have received wide-spread acclaim as did his artistic and musical talents and gift for story telling. His outgoing and positive attitude and dedication to higher education will be forever remembered by those whose lives he touched.

Sherwin Greene is survived by his four children, Sarah, Rachel, Joshua and Jacob, and sister Shirley Jean Yochim. His family, current and former students, colleagues, and friends salute the life that he lived.

BE It RESOLVED, Madam Chairperson, that these words be included in the minutes of this meeting and a copy sent to Professor Greene's family.

Sal Divita
Professor of Marketing

Faculty Senate Meeting
May 8, 1992

A Tribute to Robert Wayne Kenny
Professor of English History

In 1962, Robert Wayne Kenny began his academic career at the George Washington University as an assistant professor of history. Today he leaves the University as its Dean of the Columbian College of Arts and Sciences, and Acting Dean of the Graduate School of Arts and Sciences. His most recent achievement has been the successful unification of these two academic units. The new Columbian College and Graduate School of Arts and Sciences remains as a fitting reminder of his quiet and skillful leadership.

Between 1966 and 1968 Professor Kenny served as a faculty member of the then University Senate; since 1990 Dean Kenny has been an ex officio member of the Faculty Senate.

In addition to numerous scholarly articles, Professor Kenny has brought out three book-length publications. In 1970 he published Elizabeth's Admiral: the Political Career of Charles Howard. In 1973, he published a work on the "diggers" (an early sect of British communists), entitled The Law of Freedom in a Platform, or True Magistracy Restored. And in 1979 he collaborated in bringing out the multi-volume Papers of Nathaniel Bacon of Stiffkey. All were well received and worthy of his talent.

Professor Kenny also twice served with distinction as chair of the Department of History, first in the mid-1970s, and again in the mid-1980s.

His colleagues have found him to be a person of many talents. As an undergraduate major in journalism he was editor of the Daily Texan at the University of Texas. Later in a brief military career, he was a member of the honor guard at Ft. Holabird. Only half a dozen years ago he earned a Master of Fine Arts degree from GW. It is this interest in painting--in which he is notably talented--that will follow him into retirement in Santa Fe.

His colleagues in the department and his friends throughout the University have united on several occasions during the past weeks to wish him well in what is less a retirement than simply the next phase in a long and productive career.

Peter P. Hill
Professor of History and
International Affairs

May 8, 1992

A Tribute to Harold C. Hinton
Professor of Political Science and International Affairs

Harold C. Hinton came to the University's Institute for Sino-Soviet Studies as an associate professor of political science in 1964. Since that time he has published or edited 12 books and numerous articles in the field of comparative and international politics and security problems of East Asia. His far-ranging scholarly specialties include China, Chinese foreign policy, U.S.-China relations, and Sino-Soviet relations.

Born in Paris of American parents, he was graduated summa cum laude from St. Paul's School in Concord, N.H., and received all three of his university degrees from Harvard University. From 1943 to 1946 he saw active service in the U.S. army, during the latter phases of which he served as a military historian in Okinawa and Korea.

During a long and active academic career, Professor Hinton has lectured in fourteen Far Eastern countries, organized more than a dozen conferences on various topics relating to Asia, and received research grants from such varied institutions as the Earhart Foundation, the Hoover Institution, the Social Science Research Council, and the Fulbright Senior Fellowships. In addition to teaching and research, he has been a consultant to, or under research contract, to the Department of State, the Rand Corporation, the U.S. Information Agency, and the Stanford Research Institute. He also chaired the University's prestigious East Asia Colloquium.

Professor Hinton's service to the Faculty Senate dates from the years, 1971-1973. In his now-approaching post-GW career, he has two books and several articles still in progress. In his emeritus status, Professor Hinton will continue to add to the distinction which he has brought to himself, to the Institute, to the Elliott School, and to this University. He leaves with the best wishes of his friends and colleagues.

Peter P. Hill
Professor of History and
International Affairs

May 8, 1992

A Tribute to Thomas Phillip George Liverman

**Professor of Mathematics
Adjunct Professor of Engineering
and Applied Science**

Thomas Phillip George Liverman, born in Salzberg of an American father and British mother, grew up in a multicultural environment that he fostered rather well during his 33 year tenure at The George Washington University. He received his early education in Austria and France, with summers spent in England, and earned his B.A. from Montpellier shortly before the fall of France. The evacuation of American citizens brought him to the home soil for the first time. He enrolled for graduate studies in physics at University of Pennsylvania and was part of the scientific team that developed ENIAC, the computer that is in Smithsonian now. After serving with U.S. Navy for 3 years, he returned to graduate studies in mathematics at University of Pennsylvania and earned an M.A. in 1948 and a Ph.D. in 1956.

Professor Liverman arrived at GWU in 1958. He was an active advocate of applied mathematics and encouraged collaboration with other scientists and engineers. He supported efforts to introduce computational techniques into the mathematics curricula; his courses in applied mathematics and his 1964 book Generalized Functions and Direct Operational Methods were well received by his students and the scientific community at large.

Professor Liverman served GWU in many capacities. He chaired the mathematics department for 12 years and served on many committees. He was a member of the Faculty Senate for two terms during 1967-69.

Professor Liverman is held in high regard by his students and colleagues. We regret his retirement and wish him a happy and fulfilling life.

**Murli M. Gupta
Professor of Mathematics**

Faculty Senate
May 8, 1992

May 8, 1992

*A Tribute to Joseph Benjamin Levy,
Professor of Chemistry*

Professor Levy is retiring this year to become Emeritus Professor of Chemistry. His eminent presence at our University is well known to many of us who have had the pleasure of listening to his wonderful intellectual constructs and analyses. His classrooms resonate with his voice of reason. The halls of science reverberate with his aria of common sense. Less formal meeting rooms still vibrate from laughter produced by his pointed humor.

Professor Levy earned his bachelor of science from the University of New Hampshire in 1943 and his doctoral degree in chemistry from Harvard University in 1948. He joined our faculty in 1965 as a Visiting Professor, then Professor of Chemistry in 1968.

We can thank Professor Levy for the level of competency of several generations of pre-medical students who passed his organic chemistry course. He has maintained intellectual high standards not only for his students, but for himself through an active research program. In the meantime, he found time to contribute to a wide variety of Department and University functions, including being Chairman of the Senate Committee on Athletics, 1984-85, Chairman of the Senate Committee on Educational and Admissions Policies, 1986-87, and member of the Senate Executive Committee, 1986-87.

Professor Levy will be missed. We wish him well in his retirement.

(His friend and colleague, William C. Parke)

May 8, 1992

*A Tribute to Francisco Prats,
Professor of Physics*

Professor Prats has been an icon of theoretical physics for his colleagues and students, and a pillar of sagacity for his friends. His contribution to our University has been wide and deep, having served in professorial ranks from 1965, as Chairman of the Physics Department from 1980 to 1987, and as a Senator from 1987 to 1989.

Professor Prats' doctoral degree in physics was awarded by the University of Maryland in 1958 after receiving a bachelor of science degree from the University of Madrid. Honored by a two-year postdoctoral research position at the University of Birmingham in England, he subsequently filled a research position at the National Bureau of Standards until beginning his career at GW.

Professor Prats has been continuously active in research. All of his Ph.D. students are now very successful in science careers of their own. His students will always remember his intellectual integrity. His colleagues still benefit from his clear direction toward solid development during his tenure as Chairman of the Physics Department.

We wish him well in his retirement.

(His friend and colleague, William C. Parke)

A TRIBUTE TO THEODORE P. PERROS
PROFESSOR OF CHEMISTRY AND OF FORENSIC SCIENCES

Professor Perros joined The George Washington University faculty as Assistant Professor of Chemistry in 1952. Chair of the Chemistry Department for eight years; a principal initiator and first Chair of the Forensic Sciences Department; member of innumerable department, college, and university committees; director or co-director for sponsored research grants from the Atomic Energy Commission, Air Force Office of Research and Development, and Naval Ordinance Laboratory; member of the Faculty Senate during the frantic years 1967-1971--these are but a few of Ted's many varied contributions to this academic community during the past forty years.

Professor Perros is known to generations of GW students as a helpful, enthusiastic, and demanding teacher and received a well-deserved Columbian College Teaching Excellence Award in 1989. He is known to his colleagues in the College as a principled defender of high academic standards and as a sometimes testy, but always gentlemanly, advocate of time-tested values. I have not always agreed with Ted; but I learned long ago to listen to him attentively and respectfully, especially when I thought I disagreed. On a number of occasions I learned that I did not. Ted Perros is held in high esteem by his colleagues throughout the University. We wish him well as he embarks on this new stage of a distinguished career.

John A. Morgan, Jr.
Professor of Political
Science & Public Affairs

May 8, 1992

A TRIBUTE TO SUZANNE L. SIMONS
ASSOCIATE PROFESSOR OF ANTHROPOLOGY

Professor Simons received her B.A. from Ohio State University and her M.A. and Ph.D. from the University of New Mexico. As a scholar, her research interests have been directed to culture change, comparative gender studies, and kinship. As a Social Anthropologist, she has placed special focus on the study of North American Indians.

For twenty-two years, Professor Simons has been recognized as an effective, dedicated, and enthusiastic teacher. Concern for students has not only been evidenced in the hours she has expended with students enrolled in her classes but through her service as adviser to both graduate and undergraduate students in anthropology.

Intensely involved in the life of the University, she has served as Chair of her department for five years, a planning member and seminar leader of the Women's Study Committee, the Columbian College Alumni Student Support Committee, and the Faculty Senate. She was a member of the Senate from 1986 until 1988. In that capacity, she chaired the Committee on Faculty Resources and Development.

While Professor Simon's talents, enthusiasm, energy and collegiality will be missed by her colleagues throughout the University, these much admired qualities will now be applied to her new working environment as she returns to the Southwest to continue her studies of the Pueblo Indians.

Lilien F. Robinson
Professor of Art

May 8, 1992

A Tribute to Norma Maine Loeser
Professor of Management

Norma Maine Loeser is graduating from her second career, a career she began in 1970 when she was appointed Adjunct Assistant Professor of Business Administration. In 1971 She was appointed Assistant Dean for the Undergraduate Program. After two years in this administrative assignment, Norma returned to full-time teaching duties. In 1976, She took leave of absence from the school, to serve as the Managing Director of the Civil Aeronautics Board. Two years later, Norma returned to full time teaching duties, and in 1978 she became Dean of the School of Government and Business Administration, a post she held for ten years.

Prior to assuming her academic career, Norma Main Loeser had managed a successful career in the United States Air Force, from which she retired with the rank of Lt. Colonel. Norma entered the Air Force in 1944 and held numerous positions of increasing responsibility. Her assignments took her to England, Germany, and France; her last assignment was in the Pentagon at Headquarters USAF as Deputy Director of Women in the Air Force.

Norma Loeser has left her mark on the School of Government and Business Administration. Her leadership helped the schools various academic programs earn professional accreditation. She brought a sense of professionalism to the school, and she devoted herself to improving the physical facilities of the school. Norma Maine Loeser brought her vision and decision-making capability to bear on the school while it was going through a period of significant growth. Her students and colleagues know her as a person who is not afraid to tackle what ever problems come to her attention.

Norma's commitment to GW goes beyond the normal academic ties. Norma holds a BBA, MBA and DBA, all from GW. So, Norma Maine Loeser is also a distinguished GW alum.

Norma is listed in Who's Who in America and International Who's Who of Intellectuals, and is co-author of Executive Leadership: The Art of Successfully Managing Resources. She also served as ex-officio member of the Faculty Senate from 1978 to 1988.

Norma has made it clear to those who know her that she is not retiring; she is simply graduating from one career to another. She intends to do some "playing;" that's her word for skiing, yachting, golf, and gardening.

Norma will be missed, especially by all those who have worked closely with her. We wish her the best of everything in her new career and may she have a lot of fun.

Sal Divita
Professor of Marketing

Faculty Senate Meeting
May 8, 1992

A Tribute to Frederick Charles Kurtz
Professor of Accountancy

Professor Kurtz came to the School of Government in 1949, forty-three years ago, when the school hired a second person to teach accounting. For forty-three years, Fred has been an active participant in the development of his discipline and the growth of the school.

After earning a B.S. in Commerce from the University of Virginia in 1948, Professor Kurtz enrolled in the MBA program at the Wharton School of Finance, whereupon graduation one year later, he accepted a teaching position at GW. (Most of us had not yet graduated college when Fred began his academic career.)

Fred Kurtz has made a lifetime career out of caring about the intellectual and professional development of his students. Fred Kurtz has been known to say, "Nothing is more important than my students." Thousands of students know Professor Kurtz as a gentle though demanding teacher who was able to bridge the gap between the theory and the practice and who was always readily available to meet with his students in his office. It is not surprising that in 1988 he was voted one of the top ten "favorite" professors on campus by the resident students in the dorms.

His colleagues know him as a dedicated professional. Never known to raise his voice, Fred has worked quietly to help transform the field of accountancy from a practice to a profession, and at the same time, help build the accountancy department from a group of two to the present complement of fourteen. Over the years, he has contributed significantly to the work of numerous committees in the school, particularly the Curriculum Committee. In addition, he served in the Senate from 1969 to 1973 and then again from 1975 to 1979, and served on the Executive Committee for five years.

Fred has co-authored two books, Introduction to Accounting and Introduction to Financial and Managerial Accounting.

While Fred is retiring from full time service, he intends to keep teaching and devote some time to his hobbies: photography and gardening.

Fred's gentle touch will be missed; we wish him the best of everything as he enters the next phase of his career.

Sal Divita
Professor of Marketing

Faculty Senate Meeting
May 8, 1992

FACULTY SENATE COMMITTEES
1992-93 Session

STANDING COMMITTEE CHAIRS*
1992-93

EXEC. CTE.
LIAISON

- | | |
|---------------------------------------------------------------------------------------------|------------|
| 1. ADMINISTRATIVE MATTERS AS THEY AFFECT THE FACULTY -
Professor David E. Silber | Robinson |
| 2. ADMISSIONS POLICY AND STUDENT FINANCIAL AID -
Professor John H. Carson | Felts |
| 3. APPOINTMENT, SALARY, AND PROMOTION POLICIES -
Professor Robert E. Park | Hill |
| 4. ATHLETICS AND RECREATION -
Professor Stefan O. Schiff | Johnston |
| 5. EDUCATIONAL POLICY -
Professor John A. Morgan, Jr. | Divita |
| 6. FACULTY DEVELOPMENT AND SUPPORT -
Professor Nancy J. Belknap | Felts |
| 7. FISCAL PLANNING AND BUDGETING -
Professor Robert T. Smythe | Johnston |
| 8. HONORS AND ACADEMIC CONVOCATIONS -
Professor James H. Maddox | Hill |
| 9. LIBRARIES -
Professor Robert Goulard | Harrington |
| 10. PHYSICAL FACILITIES -
Professor Khalid Mahmood | Divita |
| 11. PROFESSIONAL ETHICS AND ACADEMIC FREEDOM -
Professor Victor H. Cohn | Holmes |
| 12. RESEARCH -
Professor Dewey D. Wallace, Jr. | Harrington |
| 13. UNIVERSITY AND URBAN AFFAIRS -
Professor Dennis H. Holmes | (Holmes) |
| 14. JOINT COMMITTEE OF FACULTY AND STUDENTS -
Assistant Professor Yvonne Captain-Hidalgo | Robinson |

*Member of the Senate

MEMBERS OF THE FACULTY SENATE COMMITTEES
1992-93 Session

Executive Committee

Smith A-112	Lilien F. Robinson, Chair (CCAS)	4-7094
Monroe 403	Salvatore F. Divita (SBPM)	4-6203
ACC 4-408	William R. Felts, Jr. (Medical)	4-4377
Phillips 607A	Robert J. Harrington (SEAS)	4-8239
LisH 503F	Peter P. Hill (ESIA)	4-6761
Funger 513	Dennis H. Holmes (SEHD)	4-7194
LLib B515	Gerald P. Johnston (Law)	4-9471
Rice 8th Floor	Stephen J. Trachtenberg, President, <u>ex officio</u>	4-6500

ADMINISTRATIVE MATTERS AS THEY AFFECT THE FACULTY

*Chair: Silber, David E., Psychology
Andrus, Garth R., Human Services
Ernststahl, Henry L., Public Administration
Fife, Jonathan D., Educational Leadership
Hartswick, Kim J., Art
Kakaes, Apostolos K., EECS
Oertel, Yolanda C., Pathology
Wilson, William R., Surgery
Wise, Jarrett M., Health Care Sciences

ex officio:

Bortz, Walter M., Vice President for Administrative and
Information Services
Katz, Louis H., Vice President and Treasurer
Keimowitz, Robert I., Dean of the Medical Center for Academic Affairs
*Robinson, Lilien F., Executive Committee Liaison

ADMISSIONS POLICY AND STUDENT FINANCIAL AID

*Chair: John H. Carson, Management Science
Huve, Gerard, Romance Languages
Lynch, William, Educational Leadership
Martin, Dianne C., EECS
Peterson, Todd, Law
Quitslund, Sonya A., Women's Studies
Smith, Carol A., Pathology
Ullman, Daniel H., Mathematics
Van Arsdall, Clyde J., Naval Science
Williams, Katherine J., Art Therapy

ex officio:

Chernak, Robert A., Vice President for Student & Academic Support Serv.
*Felts, William R., Jr., Executive Committee Liaison
French, Roderick S., Vice President for Academic Affairs
Gaglione, J. Matthew, Registrar
Pallett, Anthony T.G., Executive Director for Enrollment Mgmt.
Siegel, Fred, Director, Enrollment Management Administration
Stoner, George W.G., Director of Undergraduate Admissions

*Member of the Senate

APPOINTMENT, SALARY, AND PROMOTION POLICIES, (INCLUDING FRINGE BENEFITS)

*Chair: Robert E. Park, Law
Abravanel, Eugene, Psychology
Amling, Frederick, Finance
Boswell, John G., Educational Leadership
Bowling, Lloyd S., Speech and Hearing
Briscoe, William J., Physics
Freund, Maxine B., Special Education
Johnson, Diana E., Biological Sciences
Katz, Irving J., Mathematics
Kirsch, Arthur D., Statistics
Kyriakopoulos, Nicholas, EECS
*Miller, Harry C., Jr., Urology
Povar, Gail J., Health Care Sciences
Sarkani, Shahram, CMEE
Schlagel, Richard H., Philosophy
Sheldon, Debra R., Accountancy
Suranovic, Steven M., Economics

ex officio:

Bortz, Walter M., Vice President for Administrative and
Information Services
French, Roderick S., Vice President for Academic Affairs
*Hill, Peter P., Executive Committee Liaison
Katz, Louis H., Vice President and Treasurer

ATHLETICS AND RECREATION

*Chair: Schiff, Stefan O., Zoology
Brown, Robert, Sociology
Caress, Edward A., Chemistry
Harvey, Jerry, Management Science
Jasnoski, Mary L., Psychology
Lundergan, Conor F., Cardiology
O'Rear, Charles E., Forensic Science
Orenstein, Jan M., Pathology
Paup, Donald C., HKLS
Rowley, David A., Chemistry
Sullivan, Patricia A., HKLS
Weintraub, Herbert D., Anesthesiology
Wilkerson, John R., Naval Science

ex officio:

Bilsky, Steven, Director of Athletics
Chernak, Robert A., Vice President for
Student and Academic Support Services
*Johnston, Gerald P., Executive Committee Liaison
Warner, Mary Jo, Senior Associate Director of Athletics and
Recreation

*Member of the Senate

EDUCATIONAL POLICY

*Chair: Morgan, John A., Jr., Political Science
Courtless, Thomas F., Sociology/Law
Heller, Rachelle S., EECS
Johnson, Jean, Health Care Sciences
Leonard, Leo D., Educational Leadership
Mahmoud, Hosam M., Statistics
Melendez, James, Naval Sciences
Pardavi-Horvath, Martha, EECS
Rau, Pradeep A., MLOM
Warren, Clay, NCCS

ex officio:

Chernak, Robert A., Vice President for Student
and Academic Support Services
*Divita, Salvatore F., Executive Committee Liaison
French, Roderick S., Vice President for Academic Affairs
Gaglione, J. Matthew, Registrar
Gross, Donald, Assoc. Vice President for Research and Graduate Studies
Pallett, Anthony T.G., Executive Director for Enrollment Mgmt.
Siegel, Fred, Director, Enrollment Management Administration
Stoner, George W.G., Director of Undergraduate Admissions

FACULTY DEVELOPMENT AND SUPPORT

*Chair: Belknap, Nancy J., Special Education
Cox, Craig A., Naval Science
Dinwiddie, James F., Engineering Management
Ferrante, Reynolds, Educational Leadership
Jackson, Rebecca, Coordinator of Library User Education
Poppen, Paul J., Psychology
Steiner, Carl, German
Umpleby, Stuart, A., Management Science
Welch, Laura S., Medicine
Williams, Katherine, Art Therapy

ex officio:

Bortz, Walter M., Vice President for Administrative
and Information Services
Clifford, James E., Director, Personnel Services
*Johnston, Gerald P., Executive Committee Liaison
Rogers, Sharon J., Associate Vice President for Academic Affairs

*Member of the Senate

FISCAL PLANNING AND BUDGETING

*Chair: Smythe, Robert T., Statistics
Bradley, Michael D., Economics
DePalma, Diane M., Psychology
Garris, Charles A., CMEE
Handorf, William C., Finance
Kelley, Patricia M., Assoc. University Librarian
Linebaugh, Craig W., Speech & Hearing
Mastro, Anthony J., Accountancy
Paratore, Salvatore R., Educational Leadership
Waters, Robert C., Engineering Management
Yezer, Anthony M., Economics

ex officio:

Boselovic, Don, Director of the Budget
Chernak, Robert A., Vice President for Student
and Academic Support Services
*Johnston, Gerald P., Executive Committee Liaison
Katz, Louis H., Vice President and Treasurer
Keimowitz, Robert I., Dean of the Medical Center for Academic Affairs
Schauss, John A., Associate Vice President for Finance

HONORS AND ACADEMIC CONVOCATIONS

*Chair: Maddox, James H., English
Gurne, Patricia D., Trustee
Kennedy, Emmet R., History
Kimmel, Paul L., Medicine
Lingo, Jane T., University Relations
Lowe, John C., Geography
Lynch, Sharon H., Special Education
Manatt, Charles T., Trustee
Rashid, Martha N., Educational Leadership
Regnell, Joan R., Speech and Hearing
Wade, Alan G., Theater and Dance
Youssef, Abdou S., EECS

ex officio:

French, Roderick S., Vice President for
Academic Affairs
Gaglione, J. Matthew, Registrar
*Hill, Peter P., Executive Committee Liaison
Holland, Sandy H., University Relations
Kaplan, Susan B., Assistant Treasurer for Legal Matters
Kasle, Jill F., University Marshal

*Member of the Senate

LIBRARIES

*Chair: Goulard, Robert, CMEE
Harizanov, Valentina, Mathematics
Hitchcock, Denis M., Art
King, Michael, Chemistry
Reeves, Philip N., Health Services Management and Policy
Saenz, Pilar G., Romance Languages
Seavey, Ormond A., English
Sewell, David E., Naval Sciences
Weitzer, Ronald, Sociology
Youens, Laura S., Music

ex officio:

Andrews, Avery D., Assistant Dean of the
Graduate School of Arts and Sciences
Bader, Shelley A., Director, Medical Library
French, Roderick S., Vice President for Academic Affairs
*Harrington, Robert J., Executive Committee Liaison
Head, Anita K., Librarian, Law Library
Masters, Deborah C., Acting University Librarian

PHYSICAL FACILITIES

*Chair: Mahmood, Khalid, CMEE
Carter, James B., Jr., Naval Science
Cohen, Neil G., Finance
Dhuga, Kalvir S., Physics
Hufford, Terry L., Botany
Johnson, Nancy D., Theatre and Dance
Kelley, Patricia M., Associate University Librarian
Kochhar, Carol A., Special Education
Naulty, John S., Anesthesia
Robinson, Arthur E., Mathematics
Sabelli, Bradley W., Theatre
Siegel, Frederic R., Geochemistry

ex officio:

Bortz, Walter M., Vice President for Administrative
and Information Services
Cole, V. Scott, Associate Vice President for Business
*Divita, Salvatore F., Executive Committee Liaison
Katz, Louis H., Vice President and Treasurer
Schauss, John A., Associate Vice President for Finance

*Member of the Senate

PROFESSIONAL ETHICS AND ACADEMIC FREEDOM

*Chair: Cohn, Victor H., Pharmacology
Darr, Kurt J., Health Services Management and Policy
Gastwirth, Joseph L., Statistics
Hoare, Carol H., Human Services
Kahn, Walter K., EECS
Kaiser, Paula R., (Emeritus) Anesthesiology
Liebowitz, Harold L., CMEE
Lobuts, John, Jr., Management Science
Long, Caroline, Senior Subject Specialist, Library
Pierpont, Howard C., (Emeritus), Surgery
*Robinson, David, Jr., Law
Rowe, Walter, Forensic Sciences
Silver, Sylvia, Pathology
Stephanic, Jeffrey L., Art

ex officio:

Fowler, David, Dean of the School of Business and
Public Management
Friedenthal, Jack H., Dean of the National Law Center
*Holmes, Dennis H., Executive Committee Liaison
Kaplan, Susan B., Assistant Treasurer for Legal Matters

RESEARCH

*Chair: Wallace, Dewey D., Jr., Religion
Bedewi, Nabih E., CMEE
Berman, Barry L., Physics
Bjelajac, David, Art
Filstrup, Christian E., Asst. Univ. Lib. for Collect. Services
Hanft, Ruth H., Health Services Management and Policy
James, R. L., Medicine
Maximon, Leonard C., Physics
Narahari, Bhagirath, EECS
Offermann, Lynn R., Psychology
Phillips, Terence M., Medicine
Silverman, Barry G., Engineering Management
Vertes, Akos, Chemistry

ex officio:

Gross, Donald, Assoc. Vice President for Research and Graduate Studies
*Harrington, Robert J., Executive Committee Liaison

UNIVERSITY AND URBAN AFFAIRS

*Chair: Holmes, Dennis H., Educational Leadership
Barthell, Daniel, Senior Subject Specialist, Library
Breslin, Nancy A., Psychiatry
Fuller, Stephen S., Urban Planning
Henig, Jeffrey R., Political Science
Ludlow, Gregory, Romance Languages
Martinez, Alicia, Teacher Preparation
Nashman, Honey, W., Human Services
Palmer, Phyllis M., Women's Studies
Tropea, Joseph L., Sociology

ex officio:

Cropp, Dwight S., Special Assistant for Public Affairs
*Holmes, Dennis H., also serves as Executive Committee Liaison
Kaplan, Susan B., Assistant Treasurer for Legal Matters
Katz, Louis H., Vice President and Treasurer

The following committee is not a Standing Committee of the Faculty Senate but is listed for your information:

JOINT COMMITTEE OF FACULTY AND STUDENTS

Faculty Members:

*Co-Chair: Captain-Hidalgo, Yvonne, Spanish
Bock, Peter S., EECS
Cashmere, Brian, J., Naval Science
Kirkland, Margaret R., EFL
Malone, Paul B., Management Science
Regnell, Joan R., Speech and Hearing
Sullivan, Patricia A., HKLS

ex officio:

Beil, Cheryl, Director, Enrollment Research and Retention
Chernak, Robert A., Vice President for Student
and Academic Support Services
Donnels, Linda, Dean of Students
Kaplan, Susan B., Assistant Treasurer for Legal Matters
*Robinson, Lilien F., Executive Committee Liaison
Salamon, Linda B., Dean of Columbian College and Graduate School
of Arts and Sciences
Strong, LeNorman J., Director of the Office of Campus Life
Wooldridge, Annie B., Assistant Vice President

Student Members:

(Co-Chairperson and students to be elected)

ex officio: (Students to be elected)

*Member of the Senate

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

THE FACULTY SENATE

April 27, 1992

The Faculty Senate will meet on Friday, May 8, 1992, at 2:10 p.m., in Lisner Hall 603. (This is the first meeting of the new 1992-93 Session; a reception will follow adjournment of the meeting.)

AGENDA

1. Call to order
2. Introduction of new Senate members
3. Approval of the minutes of the Special Meeting of April 3, 1992, and of the regular meeting of April 10, 1992

4. Old Business:

A RESOLUTION REQUESTING RECONSIDERATION OF THE CONSTRUCTION OF THE PROPOSED HEALTH AND WELLNESS CENTER (91/11), Professor Philip W. Wirtz; with accompanying Report by Professor Robert T. Smythe, Chair, Fiscal Planning and Budgeting Committee (Resolution 91/11 with Report are attached.)

5. Resolutions:

A RESOLUTION TO RECOMMEND ESTABLISHMENT OF FISCAL PLANNING AND BUDGETING COMMITTEES IN THE SCHOOLS, COLLEGES, AND DIVISIONS (92/1); Professor Robert T. Smythe, Chair, Fiscal Planning and Budgeting Committee (Resolution 92/1 is attached.)

6. Presentation on Planning for Student and Academic Programs by Roderick S. French, Vice President for Academic Affairs; Louis H. Katz, Vice President and Treasurer; and Robert A. Chernak, Vice President for Student and Academic Support Services

7. Introduction of Resolutions

8. General Business:

- (a) Approval of dates for regular Senate meetings in the 1992-93 Session recommended by the Executive Committee, as follows: September 11, 1992, October 9, 1992, November 13, 1992, December 11, 1992, January 15, 1993, February 12, 1993, March 12, 1993, April 9, 1993
- (b) Nomination for appointment by the President of Roger E. Schechter, Professor of Law, as Parliamentarian of the Faculty Senate for the 1992-93 Session

9. General Business (continued)

- (c) Nomination for election of Chairs and members of Faculty Senate Standing Committees for the 1992-93 Session (list of nominees to be distributed at meeting)
- (d) ~~Nomination for appointment by the President to the following Administrative Committees:~~ Committee on University Bookstore: Joseph Aschheim, John S. Naulty, and Bradley W. Sabelli; Committee on Campus Security: Theresa Gabaldon and Bonnie M. Sachs; Joint Committee of Faculty and Students: Ernest J. Englander, Co-Chair, (members to be announced); GW Forum: (Note of explanation to be offered)
- (e) Nomination for appointment by the Board of Trustees to the following committees: Trustees' Committee on Academic Affairs: Lilien F. Robinson; Trustees' Committee on Student Affairs: Ernest J. Englander; Trustees' Committee on University Development: Robert T. Smythe
- (f) Nomination for election by the Faculty Senate to the Panel for Student Grievance Review Committees: Oliver Alabaster, Andrew Altman, Peter S. Bock, Jorge Garcia, Margaret R. Kirkland, Mark W. Klock, Terry Phillips, Joan R. Regnell, Max D. Ticktin, and Ronald Weitzer
- (g) Report of the Executive Committee: Professor Lilien F. Robinson, Chair
- (h) Annual Reports

10. Brief Statements (and Questions)

11. Adjournment



J. Matthew Gaglione
Secretary

THE FACULTY SENATE - 1992-93 SESSION

The Faculty Senate meetings for the 1992-93 Session will be held on the second Friday of each month (exception: January) as follows:

September 11, 1992
October 9, 1992
November 13, 1992
December 11, 1992

January 15, 1993
February 12, 1993
March 12, 1993
April 9, 1993
The 1993-94 Session begins May 7, 1993

Ext. Ex Officio Member (stated by the Faculty Organization Plan)

6500 Trachtenberg, Stephen Joel President

Ext. Administrative Members (stated by the Faculty Organization Plan)

6510 French, Roderick S. Vice President for Academic Affairs
4911 Gaglione, J. Matthew Registrar
(Appointed by the President):
6380 Burdetsky, Ben Dean, School of Business and Public Management
6241 East, Maurice A. Dean, Elliott School of International Affairs
6288 Friedenthal, Jack H. Dean, National Law Center
6080 Gilmore, Charles M. Dean, Acting, School of Engineering & Appl. Sci.
2987 Keimowitz, Robert I. Dean, Academic Affairs, Medical Center
6130 Kenny, Robert Dean, Columbian College of Arts & Sciences, and
Acting Dean, Graduate School of Arts & Sciences
6161 Smith, Peter P. Dean, School of Education and Human Development
3702 Schechter, Roger E. Parliamentarian

<u>Ext.</u>	<u>Faculty Members</u>	<u>Term Expires</u>	<u>School or College</u>
1535	Belknap, Nancy J.	1993	Education and Human Development
7078	Captain-Hidalgo, Yvonne	1994	Columbian College/Graduate School
8246	Carson, John H.	1993	Business and Public Management
2926	Cohn, Victor H., Jr.	1994	Medical Center
6203	Divita, Salvatore F.	1994	Business and Public Management
8203	Englander, Ernest J.	1993	Business and Public Management
4377	Felts, William R., Jr.	1993	Medical Center
7510	Goulard, Robert	1994	Engineering and Applied Science
4857	Gupta, Murli M.	1993	Columbian College/Graduate School
8239	Harrington, Robert J.	1993	Engineering and Applied Science
6761	Hill, Peter P.	1993	International Affairs
7194	Holmes, Dennis H.	1994	Education and Human Development
9471	Johnston, Gerald P.	1994	National Law Center
6630	Maddox, James H.	1993	Columbian College/Graduate School
3793	Mahmood, Khalid	1994	Engineering and Applied Science
4001	Miller, Harry C., Jr.	1993	Medical Center
6717	Morgan, John A., Jr.	1993	Columbian College/Graduate School
6750	Park, Robert E.	1994	National Law Center
6759	Robinson, David, Jr.	1993	National Law Center
7094	Robinson, Lilien F.	1994	Columbian College/Graduate School
6090	Schiff, Stefan O.	1994	Columbian College/Graduate School
6808	Silber, David E.	1993	Columbian College/Graduate School
6888	Smythe, Robert T.	1994	Columbian College/Graduate School
6856	Vontress, Clemmont E.	1993	Education and Human Development
6226	Wallace, Dewey D.	1994	Columbian College/Graduate School

[Any inquiries about this resolution should be directed to Professor Philip W. Wirtz, (Ext.4-6369), and Professor Robert T. Smythe, Chair, Fiscal Planning and Budgeting Committee, Ext. 4-6889]

A RESOLUTION REQUESTING RECONSIDERATION OF THE CONSTRUCTION OF THE PROPOSED HEALTH AND WELLNESS CENTER (91/11)

WHEREAS, the Health and Wellness Center has been reported to the Faculty Senate; and

WHEREAS, since the time the new Health and Wellness Center was brought before the Faculty Senate, additional budgetary considerations are now known; and

WHEREAS, the exigencies of University income distribution make a reconsideration of capital projects important; NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Faculty Senate ask for a renewal of consideration of the wisdom of constructing the proposed Health and Wellness Center.

Professor Philip W. Wirtz, Senate member
April 10, 1992

Referred April 10, 1992, to the Executive Committee of the Faculty Senate

Referred April 15, 1992, by the Executive Committee to the Committee on Fiscal Planning and Budgeting

April 24, 1992
Committee on Fiscal Planning and Budgeting

TO: Faculty Senate

April 27, 1992

RE: Resolution 91/11, "A Resolution Requesting Reconsideration
of the Construction of the Proposed Health and Wellness Center

The Fiscal Planning and Budgeting Committee considered the resolution of Professor Wirtz at a meeting on April 24, 1992. The Committee's vote to recommend against the resolution is based primarily on the position that most of the budgetary considerations brought before the Senate at its April meeting were known to the Committee, at least in general terms, at the time of its original decision neither to recommend nor oppose the building of the Health and Wellness Center, and the Committee does not see a strong case for reopening the issue at this time.

In its earlier consideration of the issue, most members of the Committee acknowledged that a good case can be made for the building of the Health and Wellness Center in attracting and retaining students. However, members of the Committee noted that many other worthy projects were also potential high priorities for the use of new funds, and voiced their frustration with the process by which the construction of the Health and Wellness Center had been made a top priority for the use of new funds, apparently without any faculty input into this setting of priorities. These concerns were reported at both the February and March meetings of the Faculty Senate and are recorded in the minutes of those meetings.

P. Smythe

Chair
Committee on Fiscal Planning
and Budgeting

[Any inquiries about this resolution should be directed to Professor Robert T. Smythe, Chair, Fiscal Planning and Budgeting Committee, Ext. 4-6889]

A RESOLUTION TO RECOMMEND ESTABLISHMENT OF FISCAL PLANNING
AND BUDGETING COMMITTEES IN THE SCHOOLS, COLLEGES, AND
DIVISIONS (92/1)

WHEREAS, the wise allocation of resources is an essential component of sound educational policy; and

WHEREAS, fiscal planning at the level of schools, colleges, and divisions is essential to the wise allocation of resources; and

WHEREAS, the serious consideration of the opinions and viewpoints of the Faculty is essential to fiscal planning by schools, colleges, and divisions; NOW
THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

(1) That the Faculty Senate recommend that the faculty of each school, college, and division elect a standing committee of its faculty, or designate an elected standing committee of the faculty, to be convened by its dean, to advise the dean on matters relating to fiscal planning and budget policy, including priorities for the allocation of resources and proposals to create, reorganize, or eliminate departments or programs; and

(2) That the Faculty Senate request its Executive Committee to verify the establishment of such committees and to report accordingly to the Senate.

April 24, 1992
Committee on Fiscal Planning and Budgeting